



**MISSION  
AUSTRALIA**

ANNUAL REPORT 2019

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 2018-19

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TOGETHER,  
WE SUPPORTED

**161,595**

AUSTRALIANS  
ON THEIR  
JOURNEY  
TOWARDS  
INDEPENDENCE  
LAST YEAR

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MISSION  
AUSTRALIA

## THIS WAS ACHIEVED THROUGH:

**2,899**  
staff members 

**519**  
programs &  
services across Australia 

**1,569**  
volunteers 

**39,167**  
supporters 

**29**  
government  
departments 

**520**  
partnerships 

## MAKING AN IMPACT

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

### Homelessness & housing

**34,279**   
people assisted  
through 63 services

### Families, children & early learning

**34,843**   
people assisted  
through 109 services

### Youth

**4,985**   
people assisted  
through 21 services

### Strengthening communities

**18,088**   
people assisted  
through 28 services

### Employment & skills

**18,011**   
people assisted  
through 153 services

### Alcohol & other drugs

**6,066**   
people assisted  
through 27 services

### Mental health

**6,503**   
people assisted  
through 46 services

### Disability

**18,652**   
people assisted  
through 20 services

### Other services<sup>1</sup>

**20,168**   
people assisted  
through 52 services

1. Includes Domestic & Family Violence, Financial Support and Justice & Corrections



# WELCOME

**This year we celebrate and are grateful to God for a number of significant milestones for our organisation.**

The most notable of these is our 160th anniversary, which we trace back to the foundation of the Brisbane Town and Country Mission in 1859, which subsequently became known as Brisbane City Mission.

We also mark 40 years of our Missionbeat service. Our iconic vans have earned a guardian angel-like reputation over the years and are seen as a beacon of hope and humanity for those in need. We're thrilled that by the end of 2019, Missionbeat will expand into the Northern Territory to support disadvantaged young people. This new service has been made possible by

the funds raised from our two recent Larapinta Trail treks, which we have both had the pleasure of taking part in alongside a number of passionate supporters and staff.

This year also marks the 30th anniversary of Triple Care Farm, which offers residential withdrawal and rehabilitation programs for young people with alcohol and other drug issues. Around 3,000 young people have received life-changing support at the Farm since its creation, leaving an indelible mark on past, present and future generations of Australians. In particular, we thank our major philanthropic partner Sir David Martin Foundation for their continued investment into this vital service.

As we celebrate these achievements, our focus remains centred on delivering

the next generation of services to help us strive further forward in our goal of reducing homelessness and strengthening communities.

'Let us run with perseverance the race marked out for us, fixing our eyes on Jesus, the pioneer and perfecter of faith' (**Hebrews 12:1-2**)

We welcomed the Federal Government's decision to appoint Mission Australia to operate two new alcohol and other drug residential rehabilitation centres in Batemans Bay and Cairns, and the Queensland Government's commitment to a new Youth Foyer to support homeless and disadvantaged young people in Townsville.

We also expect to help up to 1,200 people transition from hospital to

stable housing in Sydney over the next six years as we begin delivering the Home and Healthy program. The program aims to reduce instances of people becoming homeless after leaving health facilities by providing holistic support, encouraging connection with community and building capacity in life skills.

We expanded our footprint as a National Disability Insurance Scheme (NDIS) Partner in the Community, delivering Early Childhood Early Intervention and Local Area Coordination services to more people across more regions.

We enjoy a strong relationship with governments around Australia and are thankful to be known as an organisation that delivers great outcomes for people and communities in an efficient, effective and responsible manner.

We also owe much to our corporate partners and to our donors – the everyday Australians who give their hard-earned money to support our mission. We can't say it often enough that we simply couldn't do the work we do without you. Thank you.

The capital appeal launched this year to raise funds for our new Mission Australia Centre in Coffs Harbour is a prime example of this. Already we have received some large philanthropic donations towards the funds needed to construct this much-needed community hub. It will become part of our expanded presence in the Mid North Coast region, following the transfer of tenancy management of 1,050 additional social homes from the NSW Department of Family & Community Services to Mission Australia Housing.

In a strong expression of our commitment to our Reconciliation Action Plan and to Closing the Gap more broadly, we welcomed Balangarra woman Elle Davidson to our Service Impact Committee. In just a short time with us, Elle has already shown that she will be an asset to Mission Australia, and will help to ensure we are going above and beyond in our commitments to reconciliation.

In October we joined forces with Australian Red Cross, Centre for Social Impact and PwC Australia to launch The Constellation Project. The collaboration aims to bring together government and the private and non-profit sectors to achieve solutions to help end homelessness in a generation. All four founding members have prioritised actions to increase the number of affordable, accessible, appropriate and secure housing options; improve people's ability to manage their housing; and prevent homelessness before it occurs.

Mission Australia's reputation as an effective and impact-driven organisation was formalised in October when we were awarded the 2018 National Award for Excellence in Social Impact Measurement. Approximately half of all our eligible services are now methodically measuring the impact of their work, with another 100-plus sites to follow in 2019-20.

The heroes responsible for all these achievements are our staff and volunteers; both those delivering services directly and those providing vital support behind the scenes. It's the driving determination to improve people's lives, and the care shown along the way, that make the combined achievements of Mission Australia qualitatively different, and significantly more than the sum of its parts.

*'Clothe yourselves with compassion, kindness, humility, gentleness and patience'* (**Colossians 3:12**)

Saying goodbye to our people is never easy, and it was with a heavy heart that this year we farewelled staff and volunteers from our Op Shops; the operation of which we have handed on to the Anglicare network. Since 1991, our Op Shops provided much more than just clothing and pre-loved goods. For their 46 staff and 400 volunteers, they represented an opportunity to gain work experience, a meaningful way to contribute to their community, and a source of warmth and conversation for many. We thank these staff and volunteers, as well as others who have departed this year.

We acknowledge the significant contributions of Grant Dempsey and The Hon. Dean Brown AO, who resigned from our Board this year. Grant served as a Director from 2010 and Dean from 2012. Thank you Grant and Dean for your dedication to Mission Australia over this time.

We also thank the outgoing Governor-General, His Excellency General the Honourable Sir Peter Cosgrove AK MC (Retd), who relinquished his role as our Patron in June. We appreciate Peter's support during his five-year term and the interest he has shown in our work, which included multiple visits to our programs and services.

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.

And we can't reflect on the year that has been without mentioning our brush with royalty! We were honoured to welcome Their Royal Highnesses The Duke and Duchess of Sussex (more familiarly known as Harry and Meghan) to a tasting session and lunch of native flavours and ingredients at our Charcoal Lane restaurant in Melbourne.

Our Founding Purpose states: 'Inspired by Jesus Christ, Mission Australia exists to meet human need and to spread the knowledge of the love of God'. As we venture on to the year ahead, we do so in the strength that God provides, and with the same conviction that led to our foundation all those years ago, striving to create real and lasting change for individuals, families and communities in need across our nation.

**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

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## Our values



### Compassion

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



### Perseverance

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



### Integrity

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



### Celebration

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



### 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.

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

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## Our approach

We work with everyone who needs us, embracing people as they are

# 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:



.....

Generate support and effect social change as a courageous voice and advocate for people in need

.....

Grow and shape evidence-based services to achieve the greatest positive change for the most marginalised and disadvantaged

.....

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.**

# 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.**

## Key highlights:

**Conducted Mission Australia's 17th Youth Survey, with over 28,000 respondents.** Mental health remains the number one issue of concern for young people.

**Through generous philanthropic support we were able to conduct a research project on family homelessness in western Sydney.** The research centred around the Mission Australia Centre in Kingswood, which provides a range of early intervention and prevention programs for disadvantaged families. The report documents the lives of people accessing these services, and furthers our understanding of this cohort of disadvantaged people.

**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 next two reports are due to be released in the second half of 2019.

**Partnered with the SPRC on longitudinal research examining the resourcing needs of vulnerable young people in NSW.** This is due to be completed in 2019.

**Evaluated the Gift of Gallang program in Inala. This wellbeing program for Aboriginal and Torres Strait Islander young people aims to reduce the incidence of suicide in the region.** The evaluation shows the importance of community consultation and engagement in achieving outcomes for Aboriginal and Torres Strait Islander young people.

**Produced the third Mission Australia Aboriginal and Torres Strait Islander Youth Report highlighting similarities and differences with non-Indigenous young people.** The report shows that if we are serious about Closing the Gap for the next generation of Aboriginal and Torres Strait Islander Australians there is much still to be done. The report shows disparities between education and health between Aboriginal and Torres Strait Islander young people and non-Indigenous young people.

**Two other reports produced this year – Gender Gaps and Working Through It – highlighted disadvantage in Australia and made policy and program recommendations to address these issues.**

# IMPACT MEASUREMENT

## Impact measurement is all about making our services better.

It's a simple, structured and automated process that helps us understand how our services are improving the lives of our clients and the communities we work in.

### By measuring our impact, we can:

- Get better outcomes for the people we work with
- Provide more effective services that help deliver lasting change
- Focus our efforts in the areas that make the most impact
- Share what works with the wider sector, so we can contribute to building a better system for people experiencing disadvantage across Australia.

Last year, we significantly expanded this vital area of our work by rolling out impact measurement to an additional 110 service sites across the country. Now, approximately half of our eligible services measure their impact in a consistent and comprehensive way.

Today, all of Mission Australia's homelessness services across the country are measuring the impact of their work, as well as most of our children and families and youth services, and a large proportion of our mental health recovery services.

## SIMNA award

In October, Mission Australia was awarded the 2018 National Award for Excellence in Social Impact Measurement by the Social Impact Measurement Network of Australia (SIMNA), sponsored by the Federal Government's Department of Social Services.

The judges described Mission Australia as "an excellent case study of what it takes to roll out social impact measurement across an organisation" and "one that shows impact measurement does not have to be complicated, but thoughtful to ensure information is useful".

## The road ahead

Over the next year, we will introduce impact measurement to over 100 additional services, taking the total percentage of eligible services measuring their impact to more than 70 per cent.

We are increasingly using evidence-based insights to continuously improve our services' effectiveness. We will also prioritise the further sharing of our learnings with government and the wider sector to help even more people in need across the country.

## IMPACT MEASUREMENT IN ACTION

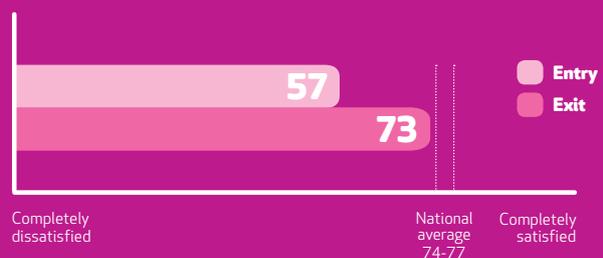
Our Tenancy Support Service in South Western Sydney, funded by the NSW Government, helps people who have just become homeless or are at risk of homelessness to find affordable and sustainable housing.

Survey results for people entering this service reveal average Personal Wellbeing Index<sup>2</sup> scores well below the Australian normative range.<sup>3</sup>

Upon exit, people report statistically significant improvements across all areas of wellbeing, on average. Encouragingly, their standard of living shows the greatest gains, while scores for personal relationships, personal safety, future security and community connectedness rise up to or above the national average.<sup>4</sup>

It's proof that our work is making a measurable and significant impact in people's lives.

### Average Personal Wellbeing Index total score



2. Personal Wellbeing Index by Cummins & Lau (2001)

3. Deakin University and Australian Unity Limited, Australian Unity Wellbeing Index: Report 35.0 (2018)

4. For clients who completed surveys between July 2018 and June 2019 (n=487)

# POLICY, ADVOCACY & MEDIA

**Backed by our research and frontline expertise, we use our national voice to inform government policy and advocate for positive changes for people in need.**

## Key highlights:

**Released our position paper 'Out of the Shadows, Domestic and family violence: A leading cause of homelessness in Australia'.**

This research shows there is much more work needed to prevent and respond to domestic and family violence and to prevent and respond to the homelessness that results, particularly for women and children.

**Made submissions and representations to government on the need for changes in programs** that support those looking for work,

those experiencing mental illness and children and families experiencing disadvantage.

**Provided submissions and reports to State and Territory Governments** on issues related to alcohol and drugs, mental health, children and families.

**Continued our collaboration 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.

**Continued to advocate for adequate social security supports for people in need** and to combat intergenerational poverty.

**Presented our voice and the voices of the people we support in the media.** Some of the coverage included:

- The Duke and Duchess of Sussex's visit to our Charcoal Lane restaurant
- Our contribution to SBS's documentary series *Filthy Rich and Homeless*
- 'Out of the Shadows, Domestic and family violence: A leading cause of homelessness in Australia' report
- 'Youth Survey 2018' results
- 'Working Through It: Findings from the Youth Survey 2018' report
- 'Gender Gaps: Findings from the Youth Survey 2018' report
- 'Young People's Experience of Homelessness' report
- 'National Aboriginal and Torres Strait Islander Youth Report'
- Our response to the Federal Budget
- Christmas Lunch in the Park in Perth.

"No one should be forced to stay in a violent home to keep a roof over their own, or their child's head. We cannot sit on the sidelines and watch this happen time and time again.

"We must stand beside victim-survivors of domestic and family violence to advocate for much-needed change. As a society it's important we listen to, and put a spotlight on, these stories that are not always easy to hear.

"We need to make the tough, but essential changes needed to ensure there are a range of housing options including social and affordable homes, provide coordinated responses, improve economic security and redress gender imbalances."

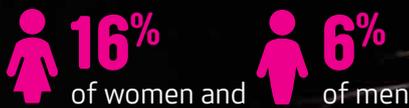
**CEO James Toomey on the release of the 'Out of the Shadows, Domestic and family violence: A leading cause of homelessness in Australia' report, April 2019.**

# Out of the Shadows

## Domestic and family violence: a leading cause of homelessness in Australia

Our position paper *Out of the Shadows* called for urgent action to improve responses to domestic and family violence to prevent people being pushed into homelessness. The paper received widespread, quality coverage across television, radio, print and online media, putting this important issue in the national spotlight.

### DFV and homelessness in Australia:



have experienced physical violence from a partner since they were 15<sup>5</sup>

More than



people experiencing domestic violence sought help from specialist homelessness services in 2017-18<sup>6</sup>



Only

4%

of people who approached a homelessness service who had experienced domestic and family violence and needed long-term housing actually received it<sup>6</sup>

5. Australian Bureau of Statistics (2017), Personal safety, Australia, 2016, cat. no. 4906.0

6. Australian Institute of Health and Welfare (2018), Specialist Homelessness Services annual report 2017-18

# OUR SERVICES

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



**MISSION  
AUSTRALIA**

# PROVIDING A SAFE HAVEN

## **A House, a Haven and a Place to find safety**

**Many Australians would probably struggle to place Mornington Island on a map. If you're scratching your head, it's about 30km off the Queensland coast in the Gulf of Carpentaria, some 450km north of Mount Isa. The nearest capital city, Darwin, is over 1,000km away as the crow flies.**

Mornington Island boasts unique natural beauty and a rich Indigenous culture that dates back thousands of years. Around 1,100 people call the island home, and seven out of eight identify as Aboriginal or Torres Strait Islander. Though ancient in its culture, the island's population is very young compared with the rest of the country: almost 40 per cent of its inhabitants are under 20 years old, while there are barely 100 people over the age of 60.

The island is not without its challenges, however. Low levels of formal education, high unemployment, alcohol and other drug use, and domestic and family violence are key issues facing the community.

Some homes lack basic furniture and household items; things like bed frames, mattresses, couches and fridges. Because of its remoteness, these items – like most things on the island – are expensive. There's only one general store, and prices are marked up to cover the cost of the barge that delivers from the mainland.

Amid all of this are three interconnected Mission Australia domestic and family violence services: Women's Place (its local language name is *Gununa Bidgnen Nyerrwe*), Safe Haven (*Yeren Kurri*) and Safe House (*Jalaa Nyalmungan Mangarda*), all funded by the Queensland Government. Together, they have a goal to keep children and families safe and connected to their community and culture. The support offered is broad, including crisis accommodation for up to 22 people, a night patrol service to identify vulnerable people, case management, brokerage support, education programs, and regular activities and events to raise awareness of family violence and its harms within the community.

## **Helping the community feel safe**

Program manager Farrah Linden says Mission Australia has the respect of the community on Mornington Island – something that's strengthened by the fact that more than 90 per cent of our small staff team are local Aboriginal people.

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**Farrah tells a story of a woman our team helped recently. Members of the community reached out to our service with news that a young mother had been attacked in her house. We arrived to find her with blood coming from her nose and in a highly emotional state, terrified that her partner would come back. Her general hygiene was poor and there was almost no furniture in**

**the house. Five adults and three young children shared three bedrooms and were sleeping on paper-thin mattresses.**

**The woman agreed to receive our help and came to our office the following day. We began supporting her with case management and domestic and family violence education. We also provided her with essential items for her home, including bed frames, mattresses, sheets and pillows, as well as basic toiletries and cleaning items.**

**We visited her at home again the next day and were amazed by the changes that had already taken place. The house was spotless, her hygiene was much better and she was in a much more positive head space. In 48 hours, our staff saw this young mother transformed from someone at her lowest point emotionally and physically to someone who was proud of herself for the first time in years, properly equipped to care for her family and hopeful for her family's future.**

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Hers is just one of many stories from our trio of Mornington Island services that are helping individuals and families feel safe and cared for by their community, and grow in their independence.



## HOMELESSNESS SNAPSHOT

We offer specialist support services that enable vulnerable people to escape homelessness and early intervention services that help people avoid homelessness in the first place.



**31,270**  
people assisted



**58**  
services



states and territories  
of operation

## HOUSING SNAPSHOT

We provide social and affordable housing for individuals and families and support our tenants to connect with, benefit from and contribute to the community around them.



**3,047**

Mission Australia Housing residents housed



**1,996**

residential properties owned/managed



states and territories of operation

# MISSION AUSTRALIA HOUSING

## Transient treasure

### **Darren is an award-winning Sydney artist, but probably not one you've heard of before.**

One of his favourite works was an installation he named Transient Treasures, which featured a series of photographs of ancient archaeological items, displayed in a small corridor.

The understated installation is deeply symbolic for Darren, who spent two and a half years homeless a couple of years ago.

"It was all about that transient space," Darren explains. "In the same way that I was precious and useful and then found myself transient on the street, I found these things that were made and treasured once, but had been lost and found themselves in between, transient.

"When I did this installation, I gave back some of their treasure and beauty."

One of the photographed items – a 20,000-year-old Aboriginal stone tool known as a Bondi point – holds special significance for Darren. It's special not only because he's a proud Wiradjuri man, but because it was the catalyst for him turning his life around.

Life took some hard turns for Darren a few years earlier. The biggest of these was the death of his father, which was compounded by instability at work and tension at home.

The combined stress and grief pushed Darren to drugs. Before long, his

partner asked him to leave, and he ended up homeless.

The brutality of life on the street saw Darren's drug use spiral.

*"After a while you don't know if you're on the street because you're on drugs, or if you're on drugs because you're on the street."*

Darren's lifeline eventually presented itself in the most unlikely of places.

Sifting through garden pebbles for cigarette butts, he came across a strangely shaped rock. He picked it up, noting its striking symmetry, its chiselled underside and its rounded top. Having a keen interest in archaeology and a strong knowledge of his culture, Darren knew immediately that he was holding a tool that his ancestors had used millennia ago.

"In that moment, it all just hit me. I said to myself, 'That's it, I'm going to give it all up.'"

It took Darren just 48 hours to detox from the drugs that had a stranglehold over him for the past two and a half years.

His determination to make something of his life led him to Common Ground Sydney, an integrated social and affordable housing and support hub operated by Mission Australia and funded by the NSW Government,

including for people who are homeless and disadvantaged.

He formed a strong relationship with his case manager Josh, whose support was fundamental to Darren dealing with the dark things from his past and moving forward with his life.

A talented artist, Darren joined an art program at TAFE. He excelled, and was encouraged to apply for the University of Sydney's Cadigal program, which gives special opportunities to Aboriginal and Torres Strait Islander people to study.

Today, Darren's completing a double degree in Arts and Archaeology. His grades place him in the top five per cent of students at his university, and within the top handful of Indigenous students across all universities around the country.

Earlier this year he was approved for a private rental home, completing his transition from homelessness to independence.

*"I feel like I'm getting there," Darren said. "It's been a wonderful journey, and I'll forever sing the praises of this place."*

*"It's a shelter, a sanctuary, a helping hand. It's good for people."*

# STRENGTHENING FAMILIES & CHILDREN

## Walking together from darkness to light

**The past few years have been tough for single mum Christine and her 12-year-old daughter Lexi\*.**

Lexi's father was violent, Christine had depression and anxiety, and Lexi was suspected to have ADHD, though it had never been formally diagnosed.

Living in southern Tasmania, the two had limited social or support networks. Lexi was often in trouble at school over behavioural issues. These extended to home too, where she threw tantrums that would last for hours.

Heartbreakingly, Christine said the two of them almost never had any positive times together.

Without intervention, the outlook for children like Lexi is bleak. They face heightened risk of dropping out of school, leaving home early, falling

into homelessness, developing alcohol and drug addictions, and myriad other issues. Desperate to turn things around, Christine sought help from Lexi's school counsellor.

## Support to turn things around

She was referred to Mission Australia's Integrated Family Support Service (IFSS), funded by the Tasmanian Government, which aims to enhance the wellbeing, capacity and resilience of children and their families by providing the necessary support and resources.

Our staff provided intensive support to Christine, introducing her to parenting strategies specific to the behaviours and emotions Lexi displayed. She learned how to communicate with Lexi in ways that helped her to process things better and avoid tantrums, and implemented other helpful strategies like morning and bedtime routines.

Christine worked hard at all of this, and her consistent approach started to translate into positive progress.

Lexi attended day trips for children who have a parent with a mental health issue, and joined another program that connects children with social activities in their community.

In just six months, Christine says her family has taken big strides forward. Lexi is feeling much more confident in social situations, and recently returned to soccer training.

Christine smiles when she shares that they recently went 10-pin bowling together. They both had a lot of fun and connected positively with each other.

Christine is enormously grateful for the support her family has received. She's filled with hope that her little girl will get to enjoy the childhood she deserves, and that their relationship will continue to grow stronger by the month.

## FAMILIES & CHILDREN SNAPSHOT

We support families and children to help them make the best possible start in life. We create stable, nurturing environments for children, families and communities to thrive.

  
**29,485**  
people  
assisted

  
**63**  
services

  
states and territories  
of operation



## STRENGTHENING COMMUNITIES SNAPSHOT

We strengthen communities by listening to people and communities and equipping them to transform themselves by becoming more engaged, connected and resilient.





## EARLY LEARNING SNAPSHOT

Our Early Learning centres are designed to encourage a sense of belonging, wellbeing and community, setting children up for a lifelong love of learning and nature.



**5,358**  
children  
cared for



**46**  
services across  
Australia



states and territories  
of operation

As at June 2019

# MISSION AUSTRALIA EARLY LEARNING

## "I remember you"

**Our Miller Community Pre-school and Early Childhood Intervention Service provides an inclusive educational program for children aged 3-5 years. In 2004 we enrolled a little girl named Georgia.**

Georgia had a diagnosis of cerebral palsy and developmental delay. She was a bright and endearing child who spent her pre-school years with us improving and mastering her motor skills, developing her communication skills and learning to share and make friends. When Georgia transitioned to primary school in 2007, she used a few words and lots of gestures to communicate. She had learnt to happily separate from her mum and to be independent in a classroom setting.

Last year Georgia turned 18 and was completing year 11 in a support class at high school. Her mother approached us to ask if Georgia could do her work experience at Miller. It was decided that she would do one day per week for all of Term 4.

The first day was very emotional for Georgia, her parents and our staff. When Georgia arrived she was surprised to see so many of her educators still at the pre-school. It had been 12 years since Georgia had seen any of us and yet she had memories of us all. There were lots of hugs and lots of tears.

Georgia spent her day with a constant smile on her face. She read books to the children and helped them complete

puzzles, count and play matching games. Georgia sat with the children for group time and was surprised that she remembered the words to the rainbow song – her favourite as a four-year-old.

I arrived late after a meeting on Georgia's first day.

When I walked into the room she ran into my arms and said, "I remember you".

She then looked into my eyes and said "I loved this pre-school, I just couldn't tell you then".

As early childhood educators, we have the honour of sharing the beginning of a child's journey. We usually only get to see the beginning, but sometimes we get to see the child all grown up, and this is a rare gift. I will remember Georgia's words for the rest of my life. They validate my beliefs as an early childhood educator, they give meaning to the work that we do and they provide evidence that our work makes a difference. Georgia's words inspire me and have motivated all of our team.

Eight of Georgia's original educators from 2004 are still working at our service. We are incredibly proud of Georgia and admire the way she has managed the challenges she's faced. Georgia has done so well and to know we were a part of this success story is very rewarding. Georgia's success is a credit predominately to her

parents who have provided unwavering support, to wonderful teachers in the education system and to Georgia herself. However, to know it all began here at Miller Community Pre-school provides us with a great sense of satisfaction. As Early Childhood Educators we have the privileged opportunity to develop in young children the foundations for a life of learning. We get to make a difference.

**Jo-Anne Platt**, Miller Community Pre-school and Early Childhood Intervention Service Centre Manager



Georgia at work experience



Georgia and Jo-Anne in 2004



# SUPPORTING YOUNG PEOPLE

## The coffee comes second at Café One

**By the time Jack\* turned 15, he'd been tormented so relentlessly by bullies that he locked himself in his room and swore he'd never come out.**

As time went on, it became clear these weren't just empty words. Two years passed and Jack still refused to leave the house.

Desperate for help, Jack's mum called David, the youth educator and facilitator at Mission Australia's Café One program in Darwin. Funded by Intrepid Travel, Café One is a 12-week program for young people aged 16-24 who are disenfranchised and disengaged from education and employment. The program combines classroom sessions three days per week on life skills (including goal setting, motivation, self-esteem and

gratitude) and industry skills (such as interview tips and dressing for success), and practical experience brewing and serving coffee in a mobile coffee trailer.

David went to meet Jack at their home. Reluctant to leave his bedroom, Jack slumped onto the lounge room floor. He buried his head in his knees, and gave little more than a few shrugs and grunts. Eventually, however, he opened up enough to say that perhaps he needed some help and was prepared to give the Café One program a try.

Jack spent his first week in the program much like that initial meeting, with his head down on his desk. Yet despite his early struggles, Jack's mum persisted in bringing him along each day.

His first major turning point came the following week. David was speaking with the class about bullying and asked them to raise their hands if they were bullied at school. Jack was stunned when he saw every person in the room had their hand raised. For the first time in years, he felt that he wasn't alone.

Another big moment came soon after. The program received a donation from a local musician who asked that each student be given money to help them in whatever way they needed. One of Jack's classmates saw him squinting at the whiteboard and realised he was having trouble seeing. The class agreed that before they spent any of their money on themselves, they would help Jack pay for an eye test and a pair of glasses. The optometrist, who was familiar with the Café One program, gave Jack the exact pair he wanted, even though the money from his classmates didn't even cover half the total price tag.

With a newfound confidence and 10 new friends, Jack graduated from Café One and got a job at a local restaurant. He unfortunately lost this job (he missed a shift when he was helping his younger sibling, who is dealing with some challenging personal issues), but is considering attending the program again. David says Café One's best success stories often come from



people who do it a second time. He's confident that Jack can become another one of those success stories.

"[Without Café One] I really believe that Jack would still be in his room – or not with us at all... He had absolutely no idea that there could be something out there that is good.

"His demeanour has completely changed. We've got a bright, intelligent, cheeky young man now. When he sees me, I get a big smile, sometimes a hug, sometimes a punch in the chest and a joke.

"This is a new human being. This is a fella that's found his strength.

**"I've got every faith that he's going to pull through again. Certainly he's got brilliant resilience, and he's talking about a future where he might go back and do some more study one day."**

## YOUTH SNAPSHOT

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



**4,985**  
people  
assisted



**21**  
services



states and territories  
of operation

# IMPROVING MENTAL HEALTH & WELLBEING

## Making connections

**“They say in a small town everyone knows each other, and everyone helps each other.**

**“That’s wrong.”**

A few years ago, Allen moved across the country to Broken Hill in outback NSW to care for his sick grandfather, leaving his immediate family, his friends and his job behind.

“He passed away in his sleep,” says Allen. “I was devastated. He was the main person in my family that really cared.”

Suddenly all alone, Allen became extremely isolated and lost touch with the world around him.

For two years, the only time Allen left the house was to buy groceries and to check the mailbox.

“I didn’t speak to anyone for over a week at one stage. I wasn’t leaving the house

at all. I got to the point where I was nearly talking to myself.”

Allen’s experience of chronic loneliness is more common than you might realise. A recent study by Swinburne University and the Australian Psychological Society found that one in five Australians rarely or never feel they have someone to turn to or talk to, and more than a quarter of us feel lonely at least three days per week.

Some people experiencing crippling loneliness feel like the only place they can turn is the emergency department of their local hospital.

It was this heart-breaking phenomenon that led to a meeting between the local hospital and Mission Australia staff in Broken Hill to talk about ways to reduce hospital presentations from people feeling helplessly lonely.

In mid-2017, off the back of these talks, the Connections program was born. Initially funded by the NSW Government

as a pilot program, Connections will be funded going forward by generous Mission Australia donor The Ivany Foundation, which recognised the importance of shoring up the program long-term.

The idea is a simple one, yet surprisingly, unlike any other program across the country. Connections links lonely people to community activities at times when very few community facilities and services are open – that is, in the evening and over weekends.

The program is run by peer support workers – people who can draw on their own personal experiences of mental health issues and recovery to provide support, mentoring and a sense of community for participants.

Sessions run up to five times per week and range from catch ups at a local café to fun activities like trivia, cooking, movie nights and even karaoke! There’s also a weekly life skills class to help participants in their daily lives.

## MENTAL HEALTH SNAPSHOT

We care for people experiencing mental health issues with a range of treatment and support options. We help people take control of their lives, overcome barriers and achieve their goals.

  
**6,503**  
people  
assisted

  
**46**  
services

  
states and territories  
of operation

Program manager Jenna Bottrell says demand for the program has been high. Around 130 people are registered as participants, and typically 10-20 people attend each session. The program saw its busiest month on record in March when it was accessed 288 times.

"During the day the support services are great, but everyone has to go home sooner or later, and at 5 o'clock the doors shut and that's when people think 'Who do I call now?' That's why people were going to hospital, and that's where Connections comes in," Jenna says.

And some early outcomes from the program show it's having a powerful impact on the people accessing it.

For the five people who attended the program most frequently, their presentations to hospital emergency departments fell from 18 in the seven months before joining Connections to just three in the six months after joining. Significantly, their 'bed days' in hospital fell from 549 to 195, translating to more than \$760,000 in avoided cost for the health system.

**For Allen, Connections has completely turned his life around.**

**"I think back to how I was at my worst, and I don't even recognise myself now. I've changed dramatically, drastically."**

## ALCOHOL & OTHER DRUGS SNAPSHOT

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



**6,066**  
people  
assisted



**27**  
services



states and territories  
of operation

# OFFERING EMPLOYMENT, SKILLS & TRAINING AND DISABILITY SERVICES

## Using lived experience to change lives

**Matt Packard loves that his new job is closer to home than his old one.**

It also happens to be a role that he finds hugely rewarding, and one that he brings a unique level of experience to.

Matt is a Local Area Coordinator (LAC) at Mission Australia's Cloverdale office in Perth. He helps people with a permanent and significant disability understand and access the National Disability Insurance Scheme (NDIS) – a system designed to help people get the support they need and give them more freedom to make choices about that support.

Matt started with Mission Australia in February in preparation for the launch

of the service in July. After learning the ins and outs of the complex system, he has been helping to train newer LACs as they come on board.

"It's pretty new to everyone: staff, participants, the lot," says Matt. "Hopefully if the NDIS does what it's supposed to do, it's going to make a hell of a difference to the funding that people with disabilities can get, and indeed what they can use it for. Previously it was really just about keeping you going; they weren't trying to help you set goals or aim a little bit higher."

Matt knows well the old systems of support for people with disability, and the challenges of the early years of the NDIS itself. Matt has phocomelia – he was born with no arms, and his legs are a bit short. He uses a wheelchair to get around, and receives funding and support through his own NDIS package.

"A major issue of the NDIS at the start was that you didn't have one point of contact; you always spoke to someone different," Matt reflects. "What's making it a lot more comfortable for our participants is the knowledge that as LACs we can be their one point of contact."

Matt says a lot of people were falling through the cracks under the old, pre-NDIS system. Many struggled to access support that was specific to their needs under a system that often failed to see the individual as distinct from a general definition. Matt says that's slowly changing under the NDIS.

"We're getting people through now that have never had any funding before. When they see what they can get and the pressure that support can take off them, it's quite rewarding. Something that was a problem for a long time doesn't necessarily have to be one now."

## DISABILITY SUPPORT SNAPSHOT

We support people with disability to access individual, targeted and flexible supports that help them to achieve their goals, and we build the inclusiveness of the communities in which they live.

  
**18,652**  
people  
assisted

  
**20**  
services

  
states and territories  
of operation

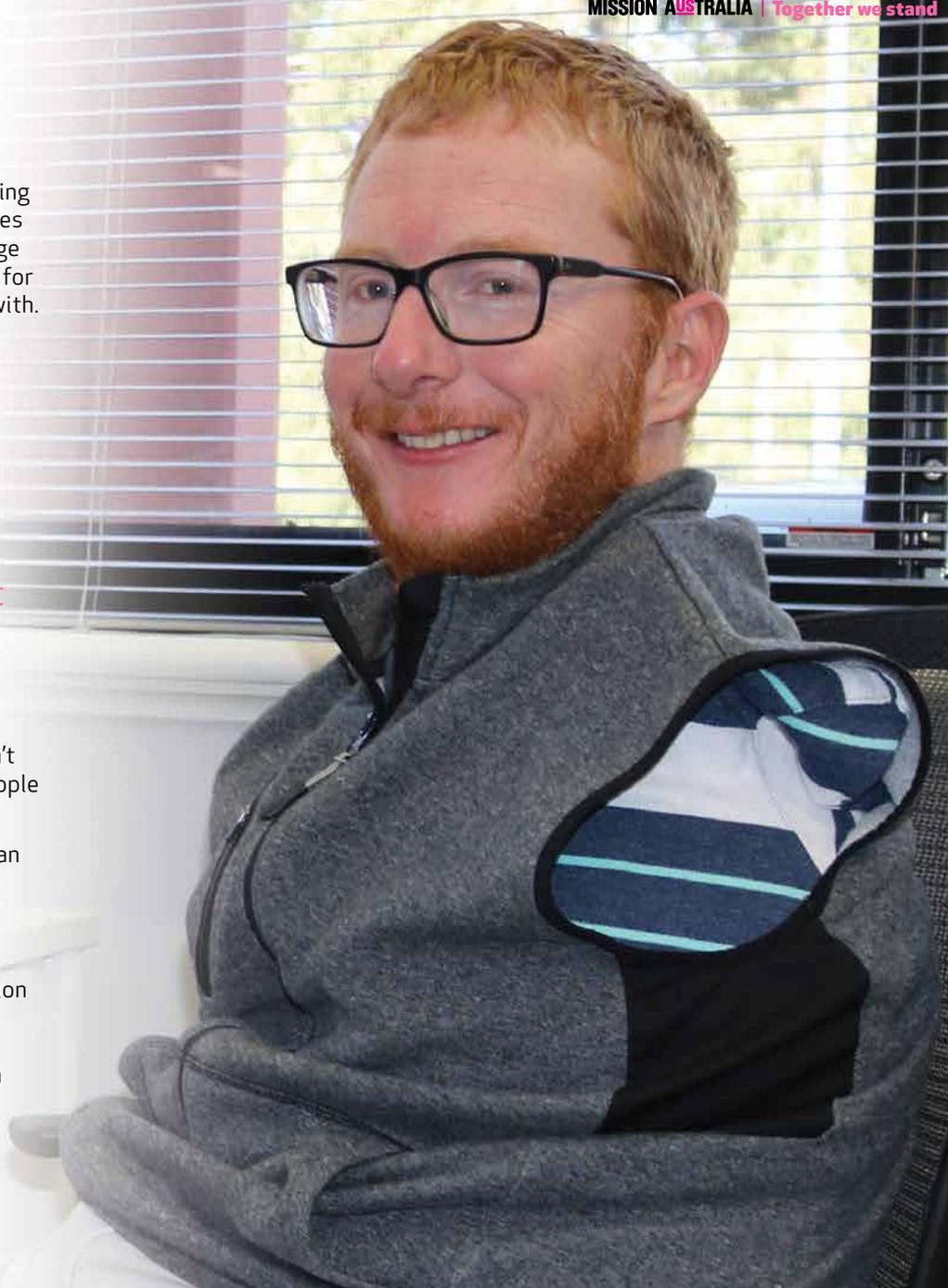
With previous experience supporting people with disability, Matt believes his lived experience is an advantage in his new role, with benefits both for himself and the people he works with.

"I've found that people seem to be more prepared to open up when they're speaking to a peer, someone who understands what their day-to-day life could be like."

"I'm not saying that other LACs can't do that, but I've just found that people can be a bit more open about it.

"I hope they can think: 'If this guy can do it, then so can I!'"

Mission Australia's new NDIS services in Western Australia join our existing Local Area Coordination (LAC) and Early Childhood Early Intervention (ECEI) services in NSW, Queensland, South Australia and Tasmania.



## EMPLOYMENT & SKILLS SNAPSHOT

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



As at June 2019

# LOOKING AHEAD

**We're excited about the opportunities that lie ahead in 2019-20 and beyond. Here are some of the highlights:**

## Townsville Youth Foyer

**We're ready to partner with the Queensland Government to deliver a new specialised housing service for young people who are at risk of or experiencing homelessness in Townsville.**

The Townsville Youth Foyer will support up to 40 young people aged 16-24 at any one time, providing safe self-contained accommodation, as well as access to education, employment and case management.

Mission Australia will manage the Youth Foyer and provide 24/7 specialist support, ensuring young people have a secure place to call home and the help and guidance they need to take positive steps towards independence.

With more than 2,700 young people in Townsville assisted by specialist homelessness services between 2013-17, the Youth Foyer will help to address a great need within the community.

## Helping Western Australia Thrive

**Thrive is a new program that will provide public tenancy support to families living in rural and remote communities in the Mid West-Gascoyne and Pilbara regions of Western Australia.**

Due to commence in October 2019, the program will take a holistic approach to increasing people's capacity to not only meet their tenancy

obligations, but to improve their general wellbeing and achieve their own social and economic goals.

Staff will support families to overcome a broad range of issues including financial stress, mental health, alcohol and other drugs, and domestic and family violence, and connect people with additional support services as required.

Thrive will be funded by Western Australia Department of Communities, and in the Pilbara, delivered in partnership with local Aboriginal community-controlled organisation Bloodwood Tree.

## Missionbeat Northern Territory

**Though it's not widely known, it's a tragedy and a national embarrassment that children and young people in the Northern Territory are more likely to be homeless than any other group of people across Australia. One in 13 children under 12 and almost one in 10 young people aged 12-18 are homeless in the NT on any given night.**

Statistics like these are the reason we started our Larapinta Trail fundraising trek in 2018, with the goal to raise enough funds to launch a new Missionbeat service to provide urgently needed support to young people at risk of or experiencing homelessness, disengagement and mental health issues in Darwin, Palmerston and surrounding regions.

Thanks to the passion and generosity of two small groups of supporters and staff who completed the trek and helped us reach our fundraising target, Missionbeat NT will become a reality towards the end of 2019.

The service will offer outreach support to young people aged 12-25, providing brief interventions, engagement and direct referrals to services, with ongoing case management provided by Mission Australia's existing services.

## Home and Healthy

**Around 1,200 people in Sydney hospitals who are at risk of becoming homeless upon discharge will benefit from our new program aiming to help them transition into safe and secure housing.**

From July 2019, Mission Australia will deliver the Home and Healthy program in inner Sydney and the south eastern suburbs, before the program expands to the western suburbs.

Funded by the NSW Government in an innovative social impact bond arrangement, Home and Healthy is an early intervention measure that aims to support vulnerable individuals before they leave hospital to reduce instances of people exiting without having anywhere safe or permanent to go.

## AOD support for South Australia

**From September 2019, we'll begin providing support and treatment for people with alcohol and other drug use issues in five regions across South Australia as part of a new program funded by the Federal Department of Health.**

Our new team will support up to 150 individuals and families at any one time, with a goal to improve the overall health and wellbeing of people and communities at risk of, or currently affected by, substance misuse issues.



# 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 tens of thousands of caring Australians, Mission Australia helped more than 161,000 people take steps towards independence in 2018-19.**

Mission Australia seeks to ensure that its services have clear strategic rationale and are financially sustainable. The long-term viability of services is considered at a portfolio and individual service level, taking account of changes in commissioning and funding.

## Income

Underlying income for the year was \$294 million, similar to the previous year.

Income supporting services commissioned by government represented 72 per cent of the Group's

total income. We thank all levels of government for their investment in our programs and services.

We are humbled by the generous financial support we receive from across Australian society. Fundraising income for the year was \$24 million<sup>7</sup>, including \$4.5 million raised by Sir David Martin Foundation.

## Expenditure

This year's underlying expenditure was \$291 million, of which \$273 million was incurred in the delivery of 519 services.

## Overall result

The year ended with a modest underlying financial surplus of \$3 million. Financial surpluses over time are important to our sustainability as they allow us to meet rising costs

of service delivery and consider investment in new services, facilities and operational capacity that can enhance our ability to meet human need.

## Financial sustainability

Our strategic priorities guide our delivery of services and we remain disciplined in balancing client impact and financial sustainability when making decisions on services we deliver. We work collaboratively with governments and other stakeholders to explore innovative and alternative funding models that might enhance service delivery outcomes.

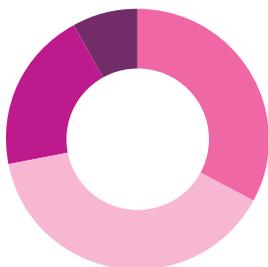
Detailed results are in the Consolidated Annual Financial Report 2019 on our website.

**Iain Keddie**, Chief Financial Officer

### Total underlying income

**\$294m**

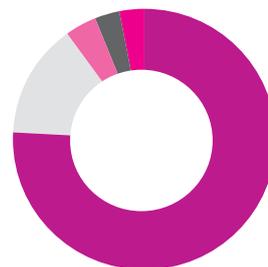
■ Federal Government	33%
■ State and local government	39%
■ Rent, fees and other	20%
■ Fundraising	8%



### Total underlying expenditure

**\$291m**

■ Community Services	76%
■ Early Learning	14%
■ Housing	4%
■ Fundraising	3%
■ Marketing, administration and other	3%



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

7. Excludes deferred capital and major donor income donated for future projects



# RECOGNISING OUR SUPPORTERS

“We have another 161,595 reasons to thank our supporters this year. Your generosity is changing lives and helping people every day on their journey to independence. Thank you.”

**Paul Molyneux, Executive, Chaplaincy, Fundraising and Marketing**

## Awareness and donations

Our ‘Independence is precious’ campaigns continue to build awareness of homelessness, break down stereotypes, and promote Mission Australia’s enduring commitment to helping people in need. Brand awareness results reveal that our reputation and standing within the community continues to grow. Our strong fundraising results show that the investments we’ve made into our staff and systems are translating into increased support and better outcomes for the people who access our services across the country.

We thank our 39,167 donors and more than 520 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

- Our donors embraced the plans for our new Mission Australia Centre in Coffs Harbour, and we received a number of large philanthropic donations to kick-start the process of building this much-needed community hub
- Numerous loyal supporters left a gift in their Will to Mission Australia, and we received considerable distributions from the estates of the late Hilary Cameron and Peter Stewart
- We received generous financial and in-kind support from a large number of major donors, trusts and foundations, and corporate and government partners. Those that have not requested to remain anonymous are listed over the page.
- Our major philanthropic partner Sir David Martin Foundation continued its valuable, long-term support of Mission Australia. We recognise the

## Charity tick

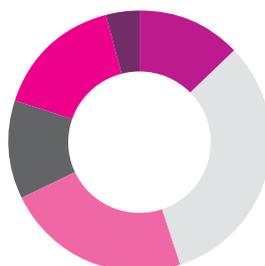
Mission Australia is proud to be a registered charity with the Australian Charities and Not-for-profits Commission, and has the highest commitment to transparency, accountability and governance.



Total fundraising income<sup>8,9</sup>

**\$24m**

■ Appeals	13%
■ Regular giving	32%
■ Bequests	23%
■ Corporate Partnerships	12%
■ Major gifts	16%
■ Capital and other	4%



## 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.**

Foundation's significant contribution once again this year and thank the Martin family for their ongoing support.

- Our second Larapinta Trail trek united Mission Australia supporters and staff under the goal of supporting young people at risk of or experiencing homelessness, disengagement and mental health issues in Darwin, Palmerston and surrounding regions. Combined with the previous year's efforts, the teams raised more than \$160,000, which will allow us to launch our new Missionbeat NT service before the end of 2019.
- Additionally, upgrades to our Community Fundraising website have made it easier for people to raise funds for Mission Australia by hosting their own events, such as the Sleepout
- We connected with many of our supporters at special events throughout the year, including the launch of our Youth Survey report, our End of Financial Year Thank You evening, and at Christian conferences and prayer breakfasts across the country.

# Thank you

**Our sincere thanks to all our supporters and funders.**

## **Major donors, trusts and foundations and corporate partners**

Allport Bequest  
Abbott Foundation  
Anneke Van Klinken  
Australian Youth & Health Foundation  
Bagnall Foundation  
Bill & Heather Webster  
Bird Family Foundation  
Bluestone  
Boeing  
Brian Abel  
Carol & Ross Culey  
Coca Cola Amatil Ltd  
Colliers Charitable Trust  
Corella Fund  
Crossway Church  
David Eldridge  
David Milton  
Declan Moore  
Dunn Family Trust Fund  
DW & JM Harris Memorial Endowment  
Foundation of Graduates in Early Childhood  
Studies Forest Hill  
Friends In Giving  
General Property Trust (GPT)  
Gilbert & Patricia Wheaton  
Graham Painton Foundation  
Grant Dempsey  
Herbert Smith Freehills  
Hillsong Church  
Honda Foundation  
Inner North Foundation  
Intrepid Travel  
John Plummer  
John T Reid Charitable Trusts  
June Hodges  
Justice David Davies  
Kevin Ryan  
Key Foundation  
Lady Bowen Trust  
Liangrove Foundation  
Lotterywest  
Maple-Brown Family Foundation  
Matana Foundation for Young People  
Microsoft Australia  
National Motor Vehicle Theft Reduction Council  
Nicholas Dunstone  
Nielsen Australia  
Orica Kooragang Island  
Patricia Weston  
Paul Griffin Charitable Trust  
Perpetual Limited  
Peter and Sharon Ivany / The Ivany Foundation

Peter Eichhorn  
Peter Lingley  
Pip Warner  
Port of Newcastle  
Port Waratah Coal Service  
PricewaterhouseCoopers (PwC)  
Procter & Gamble Australia  
Property Council of Australia  
Property Industry Foundation NSW  
Property Industry Foundation QLD  
QBE Foundation  
Reef Shark Foundation  
Regal Foundation  
Reserve Bank Benevolent Fund  
Reuben Peleman Benevolent Foundation  
Rob & Cary Gillespie  
Robert Jones  
Roberts Family Foundation  
Robin McCosker  
Rosalie Keirle  
Rosemary Rajola  
Ruth Armytage AM  
Sandfire Resources NL  
Sir David Martin Foundation  
Scott Ogden  
SG Fleet Australia Pty Ltd  
Skipper-Jacobs Charitable Trust  
T A Field Estates Pty Ltd  
Telstra  
The Albert Arlen & Nancy Brown Charitable Trust  
The Annetta Adami Charitable Trust  
The Dickinson Charitable Trust  
The Dorothy Frances Hooper  
The Dorothy Mary Steer Charitable Trust  
The Eric Storm Charitable Trust  
The Harry Frederick Carter Charitable Trust  
The Hart Family Perpetual Trust  
The Helen Champney Penny Trust  
The HM (Bill) & CJ (Joy) Barrie Foundation  
The Jack Brockhoff Foundation  
The Jean Goodhind Baker Memorial Trust  
The Jeanie Moffat Waddell Foundation  
The Kenneth Gordon Anderson & Edith Anderson Memorial Trust  
The Leslie Hocking Cocks Trust  
The Marjorie Scott Trust  
The N & M Hurlll Charitable Trust  
The Nick & Caroline Minogue Foundation  
The Ronald & Thelma Henderson Trust  
The Rose Sarah Rasey Trust  
The Rossi Foundation  
The Stan Perron Charitable Foundation Ltd  
The Tenix Foundation  
The William Moore Trust  
Wesfarmers Limited  
Westpac Banking Corporation

## **Bequests received in 2018-19**

Allaster Kirk McDougal  
Alwyn Miechel  
Ann Margaret McKern  
Anthony Ernest Charles  
Audrey Nona Low  
Betty Grace James  
Cedric Mac Bride Broun  
David Sydney Levit  
Dawn Diane Daniel  
Dennis Eric Lane  
Dora Kathleen Palmer  
Dorothy Madge Andersen  
Dorothy Reynolds  
Edmund Otho Smith  
Elizabeth Constance Carr  
Elsie Victoria Hillier  
Eric Lonsdale Collings  
Ethel May Murray  
Evelyn Jane Birkett  
Frances Joan Carrad  
Frederick Charles James  
Frederick William Slater  
Geoffrey Eric Murphy  
Gloria Genevieve Lewis  
Hilary Cameron  
Iiona Barbara Papjcsik  
Illeana Archer  
James Henry Duckham  
James Massey Stewart Lutton  
Kenneth O'Hara  
Lena Muriel Harper  
Linda Olivia Anderson  
Lorna May Dixon  
Marie Elizabeth Stanhope Wade  
Mary Elizabeth Brown  
Maurice Gregory Bidstead  
Nancy Kathleen Newton  
Peggy Williams  
Peter Stewart  
Phillip Charles Middleton  
Richard Joseph Wheeler  
Robert Peter Vale  
Robin Beveridge  
Roger George Fox  
Roger John Hussey  
Roma Valeria Joy Ellis  
Rose Gibb  
Ross Loman Clifton  
Roy Allan Woodward  
Valmai Jean Gibson  
William Eastcott Higgs  
William Rider Kennedy

**Abbott Foundation**

**Anneke Van Klinken**

**Corella Fund**

**Grant Dempsey**



**Government partners**

**Federal**

Department of Defence (Federal)  
 Department of Education (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)

**New South Wales**

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

**Our Patron**

Mission Australia thanks the outgoing Governor-General, His Excellency General the Honourable Sir Peter Cosgrove AK MC (Retd) for five years of service as our Patron.

**Northern Territory**

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

**Queensland**

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)

**South Australia**

Department for Education (SA)  
 Department of Attorney General (SA)

**Tasmania**

Department of Communities (Tas)  
 Department of Health and Human Services (Tas)  
 Housing Tasmania

**Victoria**

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

**Western Australia**

Department of Communities Child Protection and Family Support (WA)  
 Department of Housing (WA)  
 Mental Health Commission (WA)

# CELEBRATING OUR PEOPLE

## Our staff

**Our people are key to Mission Australia's ability to provide effective and appropriate programs and services.** We are committed to inclusion, safety and wellbeing so our people can thrive and we can serve our clients and communities to the best of our abilities.

People snapshot:

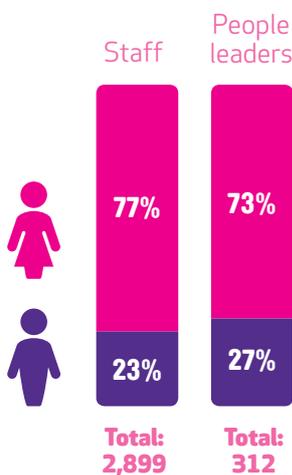
**2,899** total staff

**1,652** full-time

**829** part-time

**403** casual

**15** trainee



## Our volunteers

**We thank our 1,569 volunteers, who contributed approximately 180,088 hours in the support of our staff and clients.** This can be equated to \$7,608,718 in time, and an even greater social contribution to the community. Corporate volunteering grew exponentially this year through a new shared value approach to skilled volunteering.

## Diversity and inclusion

**We are committed to providing a supportive and inclusive workplace where our people can bring their best self to work each day.** To support our disability services and focus on diversity, Mission Australia became a member of the Australian Network on Disability, redesigned all online induction training to be more accessible, and trained our new NDIS Local Area Coordination staff. Our Aboriginal and Torres Strait Islander Employment Strategy has a strong focus on improved and flexible recruitment practices, and culturally appropriate policies and procedures. Since May 2018, over 1,500 staff have completed Cultural Awareness Training.

## Safety and wellbeing

**We are committed to having a safe workplace for all our staff and volunteers.** In March we launched our staff Wellbeing Program, providing access to support and helpful resources, and continue to focus on increasing staff awareness through training.



## Engagement

**We continue to listen to our people through our Staff Engagement Survey and a series of CEO-run Purpose and Mission feedback forums.** Our survey engagement levels remain high (85 per cent in 2018) as we continue to improve the employee experience. We are continuing to see improvements in recognition, wellness, involvement, values and leadership.

# RECONCILIATION ACTION PLAN

**At Mission Australia, 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.**

Today, 80 per cent of Australians believe it is important to undertake formal truth-telling processes.<sup>10</sup> Australians are ready to come to terms with our history as a crucial step towards a unified future.

We also see the need for truth-telling and reconciliation in Mission Australia's work. Aboriginal and Torres Strait Islander people are still alarmingly over-represented in homelessness statistics and we need to face up to the history of dispossession and ongoing discrimination if we are to successfully reduce homelessness.

## Highlights

As an organisation we recognise the progress we have made through our Reconciliation Action Plan (RAP) as well as the distance we still have to travel. We have recently appointed Elle Davidson, an Aboriginal woman from Northern NSW, to our Service Impact Committee.

During the year we launched a Partnership Kit, developed through consultation and collaboration with a range of staff and services. The kit equips our people to develop locally grounded relationships and partnerships with Aboriginal and Torres Strait Islander organisations and groups.

We also reviewed our Aboriginal and Torres Strait Islander Employment Strategy to incorporate feedback gathered throughout 2018 from staff.

One key outcome has been providing our people with information on Sad News and Sorry Business, to build cultural awareness and support the cultural obligations of our staff.

In addition we encourage our people to further their own cultural awareness through their personal development plans and the Share Our Pride self-awareness tool, which provides education about our shared

history and offers a taste of our traditional culture.

Everyone at Mission Australia is responsible to see the RAP objectives achieved. Our commitment to tracking and reporting will benefit our ongoing learning as an organisation and our commitment to Reconciliation Australia. Among the next steps of the Plan is to recruit a RAP Engagement Coordinator, who will assist in the implementation of our more complex commitments.

**View our most recent Reconciliation Action Plan at [missionaustralia.com.au/rap](https://missionaustralia.com.au/rap)**



10. Reconciliation Australia (2018) Australian Reconciliation Barometer

# 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 Housing and Mission Australia Housing (Victoria).

## 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).

## Sally Ascroft

**BEC, LLB, GAICD  
General Counsel and  
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). She is a Member of the New South Wales Law Society.

## Ben Carblis

**BA, MA, GAICD  
Executive,  
Community, Family  
& Children's Services**



Ben's passion and deep understanding of community services led to his appointment of Executive, Community, Family & 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.

## Marion Bennett

**BA (Hons), GAICD**

**Executive, Practice,  
Quality and Performance**



Marion joined Mission Australia in 2015 after a long career in central and line agencies of the NSW Government, including as Executive Director of Housing Policy and Homelessness in the Department of Family and Community Services. Starting as Mission Australia's Head of Policy & Advocacy, she now leads our Practice Leadership team, which drives the continuous improvement of evidence-based services through contract management, quality programs, business systems, learning communities, impact measurement, data analysis and service design and development. Marion is also a Director of Mission Australia Housing and Mission Australia Housing (Victoria).

## Ramsina Lee

**BA, GAICD**

**Executive, People &  
Culture, Work Health &  
Safety and Property**



Ramsina joined Mission Australia in 2019 and is responsible for the strategic leadership and direction of our People & Culture, Work Health & Safety and Property functions. She has a wealth of experience leading Human Resources portfolios across a range of sectors, including not for profit, private and government. Ramsina has also served on the Board of the Deaf Society as a Non-Executive Director, and on numerous specialty committees of the NSW Government, WorkSafe Australia and the National Occupational Health & Safety Commission.

## 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 our 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

**MBA, LLB, GAICD**

**Executive,  
Mission Australia Housing**



Chris is responsible for the strategic leadership, operational performance and sustainable growth of Mission Australia Housing. Prior to joining us 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 Partnership Limited and Powerhousing Australia, and was formerly a Non-Executive Director of both the NSW Federation of Housing Associations and Professional Insurance Australia Pty Ltd.

## Paul Molyneux

**MA, MBA**

**Executive, Chaplaincy,  
Fundraising & 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 & 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.

## Mark Newton

**BSocSc, ThA, Dip Yth Min, JP**

**Executive, Shared Services**



Mark retired from our Executive Team in October 2018 after more than five years with Mission Australia. He joined the organisation in 2013 as General Manager of Human Resources, bringing with him a wealth of experience gained over an extensive career in different industries. Mark became Executive, Shared Services in 2014 and made a considerable contribution to a number of major organisational projects. He advised the Board and Executive Team on organisational culture, processes and productivity.

# MEET OUR BOARD

**Mission Australia's corporate governance and performance is the responsibility of our Board of Directors.<sup>11</sup>**

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 an Independent Non-Executive Director of Energy Australia Holdings Limited and Virgin Australia Holdings Ltd. He has previously held directorships with Bluescope Steel Limited, 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 Nomination, Remuneration and Succession Committee of Mission Australia.

## Evelyn Horton

**BEd, 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, Centuria Life Limited, Over Fifty Guardian Limited and the Glebe Administration Board. She is a Member of SMART Advisory Council of University of Wollongong and of the Diocesan Financial Advisory Task Force of the Anglican Church. 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 Nomination, Remuneration and Succession Committee of Mission Australia.

## Ian Hammond

**BA (Hons), FCPA, FCA, GAICD**



Appointed as a Director on 1 February 2016, Ian is a Non-Executive Director of Perpetual Limited, Suncorp Group Limited, 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 non-executive Director with Citigroup Australia. Ian 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 the Chairman of the Board Audit and Risk Committee and a member of the Housing Committee and the Service Impact Committee of Mission Australia.

## 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 a member of the Board Audit and Risk Committee, Service Impact Committee and the Housing Committee of Mission Australia.

## 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 Housing Committee of Mission Australia.



PwC for nearly 15 years. He is currently a director of Eastern Health, the global board of ACT Alliance, and the Melbourne Anglican Diocesan Corporation. Bob is also Deputy Chair of Global Health and Development (Australia) Inc, an Elected Member of the Code of Conduct Committee of Australian Council for International Development, and a member of the Council of the University of Divinity. Bob is an ordained Anglican minister. Based in Melbourne, Bob is a member of the Board Audit and Risk Committee and Service Impact Committee.

## Debra Stirling

**BA, GAICD**

Debra was appointed a Director of Mission Australia on 22 February 2017. She is a member and former 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 and construction, retail, property, mining, financial services, agriculture and manufacturing. Based in Melbourne, Debra is Chairperson of the Service Impact Committee and a member of the Nomination, Remuneration and Succession Committee of Mission Australia.



## Mark Hutchinson

**DBus, BCom**

Mark was appointed as a Director of Mission Australia on 3 March 2019. He is a Non-Executive Director of Bluescope Steel Limited and has extensive business and leadership experience at senior executive level. Mark has held various roles at General Electric over a 25-year career, most recently as President and Chief Executive Officer Europe, and earlier, China. He previously held various financial services roles at Barclays Capital Asia Limited in Australia and Hong Kong. Mark brings a global perspective including direct operational experience in Asia, and has extensive experience in companies which have used technology and digital to undertake transformational change. Based in Brisbane, Mark is a member of the Service Impact Committee and Nomination, Remuneration and Succession Committee of Mission Australia.



## 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 resigned as a Director of Mission Australia with effect from 31 December 2018.



## Robert Mitchell AM

**LLB, MPhil, GradDipTax, GradDipTheol, MThSt, GradCertMin, PhD, MAICD**

Bob was appointed as a Director of Mission Australia on 27 February 2019. He is currently Chief Executive Officer of Anglican Overseas Aid and was previously a senior executive at World Vision Australia. He is a solicitor and served as a partner at



## Grant Dempsey

**BCom**

Appointed as a Director on 23 February 2010, Grant resigned as a Director of Mission Australia with effect from 30 June 2019.



## How you can stand with us

- ✓ Commit to a regular gift
- ✓ Enter into a corporate partnership
- ✓ Volunteer with us
- ✓ Leave a gift in your Will
- ✓ Donate now
- ✓ Engage your church

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**AUSTRALIA** | together  
we stand

