

# MISSION AUSTRALIA

ANNUAL REPORT 2020



TOGETHER WE STAND

# THANK YOU TO OUR VALUED SUPPORTERS AND FUNDERS

**We are exceptionally grateful for your generosity** during a year blighted by drought, bushfires, floods and COVID-19. We cannot thank you enough for continuing to stand alongside and give real hope to 167,268 Australians in their time of greatest need.



**Corella Fund**

**Deloitte.**



**Ivany Foundation**



**Profield Foundation**



## 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 2019-20

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TOGETHER, WE SUPPORTED

**167,268**

AUSTRALIANS ON THEIR  
JOURNEY TOWARDS  
INDEPENDENCE LAST YEAR

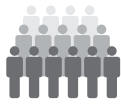
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## THIS WAS ACHIEVED THROUGH:

**2,396**

staff members



**483**

programs &  
services across Australia



**1,249**

volunteers



**37,448**

supporters



**28**

government  
departments



**250**

partnerships



## MAKING AN IMPACT

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

**Homelessness  
& housing**

**17,368**

people assisted  
through 69 services



**Families  
& children**

**32,723**

people assisted  
through 92 services



**Youth**

**10,624**

people assisted  
through 22 services



**Strengthening  
communities**

**19,327**

people assisted  
through 26 services



**Mental  
health**

**5,559**

people assisted  
through 50 services



**Alcohol &  
other drugs**

**5,826**

people assisted  
through 28 services



**Disability**

**38,101**

people assisted  
through 15 services



**Employment  
& skills**

**21,462**

people assisted  
through 138 services



**Other  
services<sup>1</sup>**

**16,278**

people assisted  
through 43 services



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



**We are grateful to God for the resilience of our staff and supporters that enabled Mission Australia to persevere through unprecedented times.**

The challenges of 2019-20 have had a remarkable impact on the way we work and serve people in need. The year began with the stubbornly persistent drought, then devastating bushfires affected many families around the country. Although Mission Australia is not a disaster relief organisation, we are proud of the vital community support we were able to provide. Many staff gave up the first weeks of 2020 to help families recover from the bushfires and transition into safety.

**Adjusting to the pandemic**

In the following months, we quickly adapted to the restrictions of the pandemic. Our staff in non-residential facilities transitioned to working-from-home to prioritise the health and safety of the people we serve. We introduced COVID Safe Site

Plans for all offices and kept staff informed with up-to-date resources and health advice. A COVID-19 leave policy was also launched to ensure employees are financially supported to stay at home or get tested if unwell.

In addition to support offered through our Employee Assistance Program provider, Mission Australia's chaplaincy team offered counselling, prayer and encouragement through platforms like Microsoft Teams.

'Therefore encourage one another and build each other up, just as in fact you are doing.'

**(1 Thessalonians 5:11)**

**Celebrating milestones and achievements**

Our Miller Child and Family Centre in south-west Sydney turned fifty. Initially opened as the Green Valley Community Centre by Princess Anne in 1970, the centre continues to offer a range of services that address the risk of homelessness, provide early intervention support and access to employment opportunities. Our

community pre-school also caters for children with disability in the Liverpool area.

We celebrated the opening of a newly completed affordable housing complex in Kingswood. Delivered under the NSW Government's innovative Vested Assets Program, the new studio apartments will provide safety and security for people in need.

Our aged care services successfully implemented measures to comply with the Australian Government's new Aged Care Quality Standards.

Funds raised through two previous Larapinta Treks has enabled Missionbeat's expansion into the Northern Territory. The outreach service engages young people at risk of homelessness or affected by drugs and alcohol, offering interventions and referrals to other support services.

We are grateful for the generosity of our corporate partners, major donors, trusts and foundations and everyday Australians. In a time of increased

uncertainty and growing need exacerbated by the pandemic, we cannot thank you enough for enabling support for the most vulnerable in our society.

In July, we announced the sale of Mission Australia Early Learning to Goodstart Early Learning, which took effect in September and provided continuity for staff and communities. We are proud of its decade-long tenure in helping children have the best start in life and we thank the staff as well as others who have departed Mission Australia this year.

## A new vision, goal and strategy

Over the years, Mission Australia's Founding Purpose has remained unchanged. Inspired by Jesus Christ, we exist to meet human need and spread the knowledge of God.

Building on our Founding Purpose, we have launched a new organisational vision: an Australia where all of us have a safe home and can thrive. We have also introduced a bold new goal of ending homelessness and ensuring people and communities in need can thrive.

With support from Boston Consulting Group and collaboration across the organisation, we celebrate the start of our new five-year strategy. The 20-25 strategy introduces four strategic focus areas to drive progress towards our goal:

- Help end homelessness in Australia
- Partner to strengthen communities
- Support people in need to thrive
- Drive excellence.

## Financial performance

An operational surplus was achieved during the year which partly reflects one-time income results and reducing, deferring and cancelling expenditure in response to the pandemic.

An overall net surplus also reflects declining property and investment values and income from Government stimulus. JobKeeper has been a critical protection from adverse financial impacts from COVID-19 (now and in future) that has enabled staff to be employed longer than would otherwise have been possible and remain focused on supporting the people we serve.

Prudent and professional disciplines are applied to all aspects of managing our financial performance and capital.

## New projects

Our focus remains on delivering high quality services. This year we introduced a new client information system that equips our staff with industry-leading tools and technology. Initially rolled out to our Specialist Homelessness Services, the system is being progressively implemented across Mission Australia community, family and children's services this year.

Mission Australia is committed to protecting the children and individuals we work with. During the year we developed new policies and provided tailored training to equip our staff so we can remain a child safe organisation.

The Common Purpose Program to redesign Mission Australia's Operating Model continues to progress, following invaluable consultancy services provided by Deloitte, and significant staff input via internal reviews and staff surveys. A range of opportunity areas to drive greater organisational efficiency and effectiveness have been identified. Key operating model changes are underway, with implementation continuing through the next financial year.

This year, we maintained joint advocacy efforts with other organisations in the sector to address the growing rates of homelessness in Australia, by calling for increased investment in affordable housing and homelessness early intervention and prevention services, and systemic change to fix the housing system. These include the End Street Sleeping

Collaboration, the Constellation Project and Everybody's Home.

Consistent with our value of integrity, we established a Project Group to reduce risks of modern slavery in our supply chains. The Project Group will develop a Modern Slavery Roadmap to identify and mitigate risks in our supply and operations. Any identified risks, and actions to mitigate them, will be reported annually to the Australian Government as part of our commitment.

'Learn to do right; seek justice. Defend the oppressed. Take up the cause of the fatherless; plead the case of the widow.' (Isaiah 1:17)

## Our new patron

We welcome His Excellency General the Honourable David Hurley AC DSC (Retd), the Governor-General of the Commonwealth of Australia as the new Patron of Mission Australia. We greatly appreciate his support and keen interest in our work.

At the conclusion of this year's Annual General Meeting, Jennifer Lambert will retire from the Board after 15 years of service. We thank God for Jen's passionate modelling of Mission Australia's founding purpose, and her dedicated and impactful contribution at all levels. We wish her well for the future.

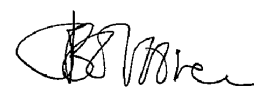
We look forward to another year of serving people in need with the resilience and strength that God provides and striving towards an Australia where all of us have a safe home and can thrive.

## Please 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.

Since 1859, we've been standing alongside people and communities in need across Australia, offering real hope that has lasting impact. Backed by our supporters, churches, partners and funders, we work together for the long-term wellbeing of anyone who needs us by collaborating with them to tackle the root causes of their challenges.

Every day, we deliver homelessness crisis and prevention services, provide social and affordable housing, assist struggling families and children, address mental health issues, fight substance dependencies, support people with disability and much more.

Mission Australia believes a person's circumstances shouldn't define their future and that given the right support, everyone can reach their full potential.

That's why we stand together with Australians in need, until they can stand for themselves.

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## **Our purpose**

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

## **Our vision**

An Australia where all of us have a safe home and can thrive.

## **Our goal**

End homelessness and ensure people and communities in need can thrive.

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# Our values



## Compassion

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

We actively listen to others, asking questions when we are not clear. We speak courageously on behalf of those we serve. We use open dialogue and are self-aware, understanding how our behaviour affects others.

*Clothe yourselves with compassion, kindness, humility, gentleness and patience.*  
**Colossians 3:12b**



## Integrity

**We are honest and transparent in our relationships and are accountable for our performance.**

We act ethically and actively manage risk. We acknowledge our successes and learn from our mistakes. We are responsible stewards of our time and resources as we seek to sustainably increase our impact.

*Dear children, let us not love with words or speech but with actions and in truth.*  
**1 John 3:18**



## Respect

**We treat people with respect, embracing them as they are, by offering compassionate support.**

We respect and acknowledge the diversity of each other and the people we help. We collaborate with colleagues and the community. We communicate with courtesy and sensitivity.

*Do nothing out of selfish ambition or vain conceit. Rather, in humility value others above yourselves.* **Philippians 2:3-4a**



## Perseverance

**We are dedicated to serving and helping people to overcome their challenges, no matter how hard it is.**

We are flexible, agile and innovative. We are resilient and adapt to change with grace. We are curious to learn and grow. Our purpose inspires us to persevere when the going gets tough.

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



## Celebration

**We readily celebrate the efforts and successes – large and small – of the people we help, our volunteers, supporters and colleagues.**

We bring a heart of positivity and gratitude to our work. We collaborate and acknowledge the achievements that come from working together as a team.

*Rejoice always, pray continually, give thanks in all circumstances; for this is God's will for you in Christ Jesus.* **1 Thessalonians 5:16-18**

# 20-25 STRATEGY

Founding purpose

Our vision

Our goal



## Partnering to strengthen communities

We believe postcodes should never limit futures so we're partnering to strengthen communities through tailored approaches for long-term positive change.



## Helping end homelessness in Australia

We're focused on helping end homelessness in Australia by increasing the impact of our services and advocating alongside our sector partners.

## Founding purpose

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

## Our vision

An Australia where all of us have a safe home and can thrive.

## Our goal

End homelessness and ensure people and communities in need can thrive.

## Supporting people in need to thrive

We're passionate about helping people in need to thrive by providing and advocating for early intervention services that increase their wellbeing.

## Driving excellence

We're driving excellence by constantly improving quality across everything we do, sharing expertise with others and multiplying our impact.

View our full strategy at [missionaustralia.com.au/our-strategy](https://missionaustralia.com.au/our-strategy)

# HELPING AUSTRALIA END HOMELESSNESS

**We're focused on helping end homelessness in Australia by increasing the impact of our services and advocating alongside our sector partners.**



# FINDING A SAFE HOME

## Newfound independence

**Michael\* has always been in and out of hospital for dialysis treatment to support his kidneys. He relied on accommodation and transportation help from the Department of Health while receiving treatment but in between hospital visits, Michael was experiencing homelessness.**

When nurses learned of Michael's situation, they referred him to Stuart Lodge, Mission Australia's transitional accommodation facility in Alice Springs. Funded by the Northern Territory Government, Stuart Lodge supports people experiencing or at risk of homelessness. Caseworkers at Stuart Lodge quickly assessed Michael's situation. He needed more

than a safe place to sleep at night. Michael was in desperate need of warm clothes and healthy meals to improve his general health and wellbeing.

With help from local services, our caseworkers enabled Michael to access nutritious meals, and pick up some new socks and a warm jacket.

Once Michael's need for food and shelter were immediately addressed, staff at Stuart Lodge worked with Michael to develop a 'My Support Plan' to guide his journey from Stuart Lodge to a secure home.

As the process of finding Michael a safe and secure home began, staff also invested time in equipping Michael with essential life skills such as cleaning, budgeting and organisation.

A dedicated caseworker accompanied Michael to each dialysis treatment and helped him remember to take medications on time.

Despite the long waiting lists, caseworkers at Stuart Lodge continued to look for long term accommodation vacancies. Within weeks, they received some good news.

Michael's application for an apartment had been successful. Michael was ecstatic. He was enormously grateful to have received assistance and guidance from the team at Stuart Lodge.

Caseworkers helped Michael pack up the few belongings he had and arranged for his transport to his new apartment.

With his newfound money management skills, Michael used a little of his recent savings to decorate his new home. Michael still requires dialysis, but in the safety and security of his new home, Michael's wellbeing continues to improve.

## 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.



**11,632**  
people assisted



**64**  
services



states and territories  
of operation

# HOUSING SERVICES

## Safely housed

**During Tamara's tumultuous marriage, her two dogs, Layni and Tilly, have been a constant support.**

"My dogs mean so much to me. They've been with me through the bad and good times," says Tamara.

Tamara experienced homelessness for the first time after her marriage of 31 years ended. With nowhere to turn, Tamara and her 18-year-old son slept in the car with her two dogs until she could figure out where to go next.

When Tamara secured short-term emergency accommodation, her son moved back home with his dad. It was just Tamara and her dogs.

Tamara then accepted an offer to sleep

on the couch in a friend's garage, but knew she had to find a permanent solution.

"Living in my car, couch hopping and staying in garages is all a learning curve," says Tamara.

One morning, Tamara was scrolling through Facebook when a Mission Australia post popped up. She reached out and a staff member connected her to our Mission Australia housing office in Coffs Harbour.

"I didn't dare get my hopes up, but when staff told me they had a unit for me, I burst into tears."

Our staff helped her access affordable housing and within two weeks Tamara was invited to move into her new home.

It was pet-friendly too so Layni and Tilly could remain with her.

"I love my home, it's my space to feel safe. It's my little piece of heaven," says Tamara.

"Mission Australia Housing were there for me at my lowest point."

## 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.



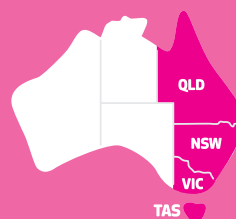
**5,813**

Mission Australia Housing residents housed



**3,093**

residential properties owned/managed



states and territories of operation

# ADVOCATING TO ADDRESS HOMELESSNESS

**We use our research findings, policy projects and publications to inform government policies and advocate to address homelessness.**

## Key highlights

**Advocated for action by Commonwealth, State and Territory Governments** to assist people experiencing homelessness or at risk of homelessness during the COVID-19 pandemic. This includes advocating on measures to support rough sleepers and others experiencing homelessness into supported accommodation, as well as for Government action on drivers of homelessness that have been exacerbated by COVID-19, including domestic and family violence, mental health and unemployment.

**Provided submissions and reports to Commonwealth, State and Territory Governments** on issues

related to homelessness and housing, including:

- Submission on Housing Affordability, Tasmania 2019
- Housing and Homelessness Strategy for South Australia 2019
- Commonwealth Inquiry into Homelessness 2020
- NSW Inquiry into the Protocol for People Experiencing Homelessness in Public Places 2020
- Inquiry into Homelessness in Victoria 2020

**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.

**Strengthened our relationships** with University of Sydney, the University of New South Wales, the University of Tasmania and the Australian Housing

Urban Research Institute on several post-COVID-19 recovery projects regarding social and affordable housing in the context of the economic and social recovery.

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

- Cairns homelessness services evaluation
- Homelessness Week staff letters to the editor calling for more social homes to end homelessness
- Newly developed housing estates in Coffs Harbour, Kingswood and Clarence Plains
- Christmas Lunch in the Park (Perth)
- Good Weekend cover story about older women and homelessness
- COVID-19 media commentary on homelessness and solutions
- 'Mothers in Pyjamas' fundraising campaign for families facing homelessness

**"If we have learned anything from this public health crisis, it's clear that safe, affordable and appropriate housing is a vital foundation of health and wellbeing for everyone..."**

**Now is the time to create a national plan to end homelessness and for long-term investment to address the critical shortage of social and affordable homes. This will not only help to end homelessness in Australia, but will also create much needed jobs in the construction industry."**

**James Toomey, CEO Mission Australia**

# PARTNERING TO STRENGTHEN COMMUNITIES

**We believe postcodes should never limit futures so we're partnering to strengthen communities through tailored approaches for long-term positive change.**



# STRENGTHENING COMMUNITIES

## Cleaning up the mess together

**In his role as the Community Chaplain in Clarence Plains, Tasmania, Tim knows first-hand that working alongside community members can involve complex and difficult situations. From personal debt to relationship breakdowns, Tim has become a support network for many vulnerable families.**

"For many of the residents in this community, life seems unrelentingly difficult," explains Tim. "Our aim is to help people in a supportive environment by providing pastoral care for as long as it is needed and connect people to resources wherever needs are unmet."

Through the generosity of our supporters, Tim has been working in the Clarence Plains area since

2018, helping the community build a positive and hopeful future. Working alongside the community to tackle issues such as isolation, discrimination and low literacy rates involves building relationships to provide a safe space for conversations to take place.

"Sometimes people are ready for change, other times they need support and encouragement. Often all that is needed is simply a listening ear and perhaps some prayer," says Tim. "Caring can involve practical things like connecting people to organisations that provide groceries or having someone pop by for a chat or going for a walk together."

When the West\* family needed a helping hand, they reached out to Mission Australia. Struggling to cope with complex and stressful personal issues, they were unable to maintain basic household chores such as taking out the rubbish. Over time, this became a big mess, and the local council threatened a hefty fine if the

rubbish was not removed. It was a daunting and overwhelming task and the West family struggled to cope with the reality of their situation.

Tim partnered with the West family's support worker, Clarence City Council and volunteers from local churches to cover the cost of a skip bin and help with the cleanup.

"At first the West family seemed reserved, but after meeting each of the volunteers and as the bin filled up, everyone relaxed and worked well together," says Tim.

The West family were grateful for the help, support and care they received.

"Having a safe and secure place to call home is part of the foundation that a family needs to flourish, but when a vulnerable family is struggling to sustain their tenancy, that is when the community needs to respond."

## STRENGTHENING COMMUNITIES SNAPSHOT

We equip communities to strengthen themselves by becoming more engaged, connected and resilient. We also deliver specific services to develop the capacity of the community.



**19,327**  
people  
assisted



**26**  
services



states and territories  
of operation

As at June 2020

# SUPPORTING PEOPLE IN NEED TO THRIVE

**We're passionate about helping people in need to thrive by providing and advocating for early intervention services that increase their wellbeing.**



# STRENGTHENING FAMILIES & CHILDREN

## Renewed relationships

**Before Cassie\* reached her fourth year of school, she had already been suspended on many different occasions for her violent outbursts.**

In moments of anger, Cassie's behaviour was out-of-control and she often damaged school property or resorted to physical threats. A school support team referred Cassie to Mission Australia's Circles of Care program in Cairns, Queensland, where she could access professional help.

Circles of Care works with children that attend a state-run school in Yarrabah, Queensland. The Mission Australia program provides families with a supportive network to encourage children's positive development at home, school and beyond.

Initially, Cassie's immediate family were skeptical about the Circles of Care program but when they learned that other family members had sent their daughters to the Mission Australia program, they allowed Cassie to attend.

Staff at Circles of Care took the time and effort to earn trust and respect from Cassie and her family. They helped Cassie with schoolwork and provided her family with frequent updates. The staff also referred the family to a local counsellor to help Cassie manage her behaviour.

Together with the counsellor, the staff helped Cassie set healthy boundaries and establish a new routine. Setting up a regular bedtime, rewarding positive behaviour and designating household chores helped Cassie.

Gradually, Cassie's outbursts decreased, and she experienced improved relationships with classmates who were previously afraid of her. Cassie's family also noticed the changes in

her behaviour but most importantly, Cassie said she felt happier.

Staff at the Circles of Care program have been working with Cassie and her family for four years and they report that she continues to develop from strength to strength. Cassie rarely misses school days now and she proudly represents her school in netball and dance competitions. Her newfound ability to manage her emotions also helped Cassie focus on schoolwork, resulting in high scores for most of her subjects.

Recently Cassie celebrated her acceptance into a boarding school where she can continue to excel in her favourite subject, drama. The staff helped Cassie with the application and transition, ensuring she settled comfortably into her new environment.

While Cassie attends boarding school, she continues to keep in touch with the staff. Her family have also kept in touch with the staff, encouraging other girls in the community to join the Circles of Care program.

## 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.



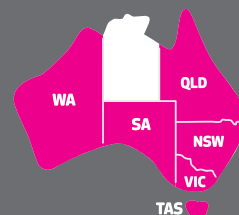
**32,723**

people assisted



**92**

services



states and territories of operation

As at June 2020

# SUPPORTING YOUNG PEOPLE

## Finding new ways of dealing with pain

**From her early teenage years, Clara's\* life has been challenging. When most 13-year-olds are thinking about high school, Clara was coping with the trauma of a sexual assault in an out-of-home care facility.**

Clara was living in a group home in Western Australia when the assault happened. Without a safe support network, she didn't know how to deal with her pain in a healthy way.

She was still learning how to overcome systemic challenges experienced as an Aboriginal and Torres Strait Islander young person and turned to alcohol as an emotional outlet.

As her alcohol consumption increased, Clara's involvement in other areas of life subsided. She was hardly attending school and on particularly tough days, she would refuse to leave the house.

Perhaps unsurprisingly, a diagnosis confirmed that Clara was suffering from anxiety and depression.

When Clara reached her 18th birthday, she decided to leave the group home, requesting help from caseworkers at our Navig8 support group for young people who are transitioning to independent living. Funded by Mission Australia supporters and the West Australian Government, Navig8 is a practical support service for young people aged 14-25 years who are living in or transitioning out of state care.

Mission Australia helped Clara apply for social housing and when the approval process was completed, Clara moved into the unit with her boyfriend. For the first time in Clara's life, things seemed to be taking a turn for the better. As she grew in her confidence in managing bills and the challenges of everyday life, caseworkers and services slowly phased out of Clara's life.

But the normalcy of Clara's life was disrupted when her relationship

suddenly ended. Feeling overwhelmed and vulnerable, Clara's mental health rapidly declined, and she turned to alcohol again. Within weeks Clara was couch surfing — that's when she discovered that she was pregnant.

Without a home or steady income to raise a child, and concerned about her mental health and alcohol use, Clara contacted a former caseworker from Navig8.

The staff helped Clara reapply for priority access to social housing and access a range of other services such as counselling, mental health support and a pregnancy support service. As Clara's mental health improved, she found healthy ways of dealing with her pain. She stopped drinking and became determined to pursue a brighter future for her and her unborn child.

Staff from Navig8 helped Clara successfully settle into a safe and affordable home where she is doing well, confidently caring for her newborn baby.

## 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.

  
**10,624**  
people  
assisted

  
**22**  
services

  
states and territories  
of operation

# IMPROVING MENTAL HEALTH

## Building confidence through art

**Living with a speech impairment and hyperthyroidism, which results in mood fluctuations, painting has been Anna's\* preferred form of communication.**

The shy and reserved 20-year-old avoids small talk in social settings, but at home, her acrylic paintings are bold and vivacious.

Anna's artistic talents are obvious to those around her, but with limited tools and knowledge of techniques, her potential was curbed.

The idea of using art as a tool of expression was recommended by Anna's mental health practitioner who encouraged her to draw her emotions. The same practitioner referred Anna to Mission Australia's Creative Youth Initiative (CYI), which provides creative programs for young people facing

disadvantage and is funded by our generous supporters.

The thought of learning about art and having access to more brushes and colours excited Anna, but her first few weeks of transition were not without their challenges.

Anna found it difficult to articulate herself in the art room and struggled to understand instructions from the teachers. But when staff paired Anna with a support coordinator who worked with her one-on-one, Anna gained courage to ask questions and experiment with new art techniques.

During every art class, Anna's support coordinator sat next to her to help Anna understand the lesson materials. Over time, Anna was comfortable confiding in her support coordinator and talking about her mental health struggles.

The tailored approach helped Anna feel comfortable with her newfound friends and community.

Within months, her painting had significantly improved.

"As part of CYI, Anna has developed a greater social connection with the art community while also connecting with her family's history through art," says one of the staff members.

Anna's beautiful artworks were recently chosen to be part of a curated exhibition where she sold six of her original pieces. With newfound confidence, Anna is investing in her talents through a Visual Arts course.

Through the medium of art, CYI has helped Anna increase her independence by developing the skills to communicate with others, even sparking long-term friendships with other brave young artists.

## 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.



**5,559**

people assisted



**50**

services



states and territories of operation

# OVERCOMING ALCOHOL AND OTHER DRUG DEPENDENCIES

## Regaining control

**As a young and impressionable teen, Serena\* had no idea that her first encounter with cannabis would lead to a long and difficult road of health complications.**

The 17-year-old was learning how to deal with adolescence and adjust to her senior years of high school when her friends invited her to 'relax' with some cannabis.

What started as a social activity quickly turned into regular substance use, but the drug was badly affecting Serena's health.

Serena started experiencing severe seizures.

The seizures became a regular occurrence, eventually costing Serena her driver's licence and social life. Her mental health and self-confidence deteriorated just as quickly as her health.

When Serena made the decision to quit smoking cannabis, she knew she would need all the help she could get. Serena was referred to a Drug and Alcohol Youth Outreach Service in Hindmarsh, Adelaide, where she met her support worker, Lynda, at the start of the year.

Funded by the Australian Government, the service supports young people aged 12-24 years who are experiencing alcohol and other drug-related issues, through counselling, advocacy and case management.

At the Drug and Alcohol Youth Outreach Service, Serena received

counselling, referrals to other services and ongoing support for her and her mum. She proactively engaged in family therapy sessions and tried to complete all the activities Lynda recommended.

Over the course of the year, Serena's mental and physical health improved. Despite a few relapses along the way, Lynda's non-judgmental and unwavering support encouraged Serena to continue her journey towards independence.

While completing her final year of high school, and working part-time as a netball umpire, Serena is practicing to get her driver's licence back.

With Lynda's support, Serena has made incredible strides forward in her life and we are proud of her achievements.

## 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.



**5,826**  
people  
assisted



**28**  
services



states and territories  
of operation

# SUPPORTING PEOPLE WITH DISABILITY

## Cooking up a storm

**"I never really share anything, but I feel you need to know this..."**

Linda\*, a mother of two, recently wrote a letter to her Local Area Coordinator, to express her gratitude for the help provided under the National Disability Insurance Scheme (NDIS).

"Thank you so much for everything you do for my kids," says Linda. "Their lives are so different now because of our NDIS funding and the plan you helped put into place."

Linda's two children live with intellectual disabilities. With the staff member's guidance, Linda's 17-year-old son and 22-year-old daughter were able to access NDIS funding to help them learn new skills and thrive.

As an NDIS Partner in the Community, Mission Australia's Local Area Coordination service connected Linda's family with trusted providers who taught them independent living skills such as cooking, tying their shoes and cleaning. Linda's children were also linked with local sports classes and therapy support networks.

"My daughter recently cooked us a chicken and zucchini salad for dinner. My kids have also started to

change their own sheets and my son can now use the microwave to heat up his lunch on his own."

"It's an amazing achievement and such a large step forward. I couldn't have been a prouder mum."

Before Linda connected with Mission Australia, she was going through a 'dark and lonely' time. In her letter, she explains that when her elderly father broke his back, it rocked her world.

Her 84-year-old dad would have to stay in her care and between her two children and day job, the pressure proved too much for Linda. She gave up her job to care for her dad and two children full-time, but the stress resulted in dizzy spells and frequent headaches that only worsened Linda's wellbeing.

She needed help. Thankfully, Linda connected with Mission Australia.

"To Mission Australia and the NDIS, thank you for your support. Thank you for giving our kids these amazing opportunities to reach their potential one day. What an amazing difference your support has had on my children's lives."

## 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.



**38,101**

people  
assisted



**15**

services



states and territories  
of operation

# OFFERING EMPLOYMENT, SKILLS AND TRAINING

## Equipped to work and thrive

**When 17-year-old Jim\* received his second court appearance notice, his father told him not to bother coming home. He was no longer welcome.**

With nowhere to go, Jim had hit rock bottom.

Diagnosed with autism and facing two court appearances, Jim found it almost impossible to find employment.

Jim reached out to Mission Australia's Disability Employment Services (DES) program in Dandenong, Victoria. Funded by the Australian Government, DES programs support people with disability to find a job.

Not knowing what to expect, Jim shared his story with an employment consultant. He told the employment consultant that he was sleeping rough at a nearby train station and needed help.

The employment consultant responded immediately, accompanying the teenager to his court appearance, offering support and guidance along the way.

Without a safe home, Jim wouldn't be able to secure or maintain a job. The employment consultant found temporary accommodation while Jim received support in applying for long-term youth accommodation.

The employment consultant also provided Jim with a phone, food vouchers and transport cards. Jim was also encouraged to access financial support through Centrelink.

After securing a safe home, the employment consultant connected the teenager with a dedicated youth service where Jim could access training and education.

Jim is interested in working in the bricklaying industry and has been diligently learning the skills required for the job.

The employment consultant continues to work with Jim to update his resume and practice techniques to ace a job interview.

Jim was also invited to join a 'Changing Gears' program, where he can obtain his driver's licence.

Thanks to Mission Australia, Jim is moving towards independence and learning how to thrive as a young person.

## 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.



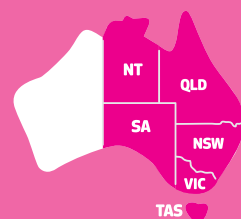
**21,462**

people  
assisted



**138**

services



states and territories  
of operation

# OTHER SERVICES

## A safe future

**Rodger\* was the first to arrive at Mission Australia's Emergency Relief service in NSW one morning. With two trolleys holding his belongings and Mindy the dog by his side, Rodger waited for the gates of the Mt Druitt office to open.**

At 50 years, Rodger was homeless after he felt forced to leave the public housing complex where he previously lived. Some of the other residents had threatened Rodger, suspecting that he had reported them to the police. Fearing for his safety, Rodger fled and hid himself in parks and other unoccupied areas such as industrial car parks and construction sites.

On the streets, Rodger was always exposed to the harsh elements but in recent months, he began to worry that the public areas where he slept heightened his risk of contracting COVID-19.

Concerned for his health, Rodger waited at the gates of the local Mission Australia centre. Funded by the Australian Government, the Emergency Relief service in Mt Druitt meets the urgent needs of people in times of financial crisis or hardship.

Support is offered in a way that maintains the dignity of individuals and families and encourages self-reliance. As well as financial and material support, the Emergency Relief service also connects people with other support services in the community.

Staff at the Emergency Relief service provided Rodger with immediate assistance in the form of nutritious meals, medical care and referrals to local health practitioners. They assisted Rodger with applications to long-term housing.

Recently, Rodger received news that the staff had secured pet-friendly accommodation for him and Mindy.

Now safely settled into his new home, Rodger thanked the staff and told them how excited he is to cook his own meals and give Mindy a long overdue bath.

Rodger can now leave behind his two trolleys and step into a safe future.

## OTHER SERVICES

### Domestic and family violence



**5,437**  
people assisted



**13**  
services



states and  
territories  
of operation

### Financial support



**5,908**  
people assisted



**13**  
services



states and  
territories  
of operation

### Justice & corrections



**4,933**  
people assisted



**17**  
services



states and  
territories  
of operation

# ADVOCATING FOR PEOPLE IN NEED

**In addition to our homelessness advocacy (see page 15), we use our national voice, backed by our research and frontline expertise, to inform government policy and advocate for people with other needs.**

## Key highlights

**Made submissions and representations to government on the need for policy and program changes** that support people looking for work, people experiencing mental illness, people escaping domestic and family violence and children and families experiencing disadvantage.

**Continued to advocate for adequate income support for people in need** and to combat intergenerational poverty as part of the Raise the Rate for Good campaign.

**Delivered our 18th annual Youth Survey**, a major platform for Mission Australia's advocacy.

In 2019, over 25,000 young people participated in our annual *Youth Survey*. The findings showed that while young people are engaged in school and have a variety of post-school plans, they face several barriers to achieving their goals. The top three issues identified by young people were *mental health, the environment and equity and discrimination*.

We also collaborated with the Black Dog Institute to publish *Can we talk? Seven-year youth mental health report: 2012-2018* which showed that that close to one quarter (24.2%) of young people aged 15-19 years who responded to the *Youth Survey* reported experiencing psychological distress. That figure has gone up from 18.7% in 2012 to 24.2% in 2018.

This report highlighted the need for more investment in evidence-based supports and collaboration between young people, schools, community organisations and governments to improve the psychological and emotional wellbeing of all young people.

We also published the *Young, willing and able* report, in consultation with disability peak bodies and other sector organisations, which compared the values and concerns of young with disability with those without disability. The recommendations covered a range of areas including education, employment, accessibility, addressing discrimination and embedding the voices of young people with disability in policy making at a national level.

"It's vital that all young people have opportunities and forums available to them so they can speak up and shape public matters and policy. Young people's concerns must be considered when forming policies that affect their lives and futures. Young people must be part of the design of programs or services for young people."

James Toomey, CEO Mission Australia

## MEDIA COVERAGE

We use our voice to raise awareness and ensure people and communities in need can thrive.

### Key highlights

- *Close to home: young people and the impact of alcohol and drug use by family and peers report*
- Joint report with Black Dog Institute: *Can we talk? Seven year youth mental health report: 2012-2018*
- *Youth Survey 2019*
- *Young, Willing and Able - Youth Survey Disability Report 2019*
- Anti-Poverty Week staff letters to the editor calling for income support increase
- ACOSS Poverty in Australia reports
- Service anniversaries including Charcoal Lane 10 years, Miller 50 years
- COVID-19 media commentary on permanent increase to income support, domestic and family violence, mental health concerns, unemployment, disadvantage
- Media stories on Mission Australia service adaptations to COVID-19.

# DRIVING EXCELLENCE

**We're driving excellence by constantly improving quality across everything we do, sharing expertise with others and multiplying our impact.**



# IMPACT MEASUREMENT

**Impact measurement allows us to understand how our services are improving the lives of the people and communities we work with.**

We measure our impact using the Personal Wellbeing Index,<sup>2</sup> which indicates whether the people we help experience improvements to their personal wellbeing after receiving assistance from our services, plus additional service specific measures.

Last year, we expanded our impact measurement tools and training across an additional 135 service sites. By 30 June 2020, 80% of our eligible services had been equipped to measure their impact through this process.

We now have enough data to uncover useful insights regarding how wellbeing is impacted by challenging life events and what our services can do to help people achieve the largest improvements in their wellbeing.

Through our experience of implementing impact measurement, we've learned a lot about what works to create a culture focused on outcomes and using data-driven insights to improve our services. We're committed to sharing these learnings with other organisations to ensure that everyone in need can get the best possible support.

## Impact measurement in action

Our Integrated Family Support Services (IFSS) are funded by the Tasmanian Government to provide early intervention support to children and families at risk, helping them to identify, resolve and address issues that might lead to formal Child Safety interventions. Mission Australia trains and supports our own workers plus those from four partner organisations across Tasmania to use our IFSS Impact Measurement tool.

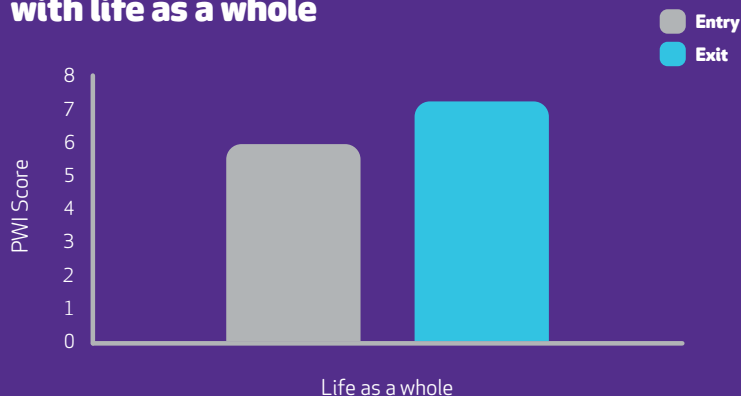
Survey results reveal that parents and carers entering this service rate

their satisfaction with life well below the Australian normative range. Many of the parents and carers entering this service said they don't feel much control over their lives and experience significant challenges to their wellbeing.

Upon exit, parents and carers report statistically significant improvements across all areas of wellbeing on average. Encouragingly, their levels of connection to community, standard of living, sense of achievement and future security show the greatest gains. Parents and carers were happier with their children's behaviour and experienced improvements in their wellbeing as they exited the IFSS.

It's proof that our work is making a measurable and significant impact in the lives of children and their families, helping parents and carers keep their children safe and prevent them from entering the child protection system.

### IFSS average satisfaction with life as a whole



**“We are proud of our impact measurement approach across our services. It demonstrates our outcomes and helps us improve our services so we can continuously make a difference in the lives of the people we help.”**

**Marion Bennett, Executive Practice, Evidence and Impact**

# RESEARCH & EVALUATION

**Mission Australia undertakes a wide range of research and evaluation work to enhance our knowledge of the issues and circumstances affecting the people we support, and better advocate for positive change.**

We are committed to our partnership with UNSW Social Policy Research Centre (SPRC) and Australian Council of Social Services (ACOSS) on a longitudinal five-year study of poverty and inequality in Australia. Reports produced by the partnership this year have focused on how poverty influences a person's ability to access safe and secure housing. We use evidence such as this to advocate to governments and the community about the impact of poverty on people's lives and actions that need to be taken.

## Key highlights

This year we have produced several important evaluations, such as an evaluation of **Cairns Homelessness Services** and our services at **Roma House in Brisbane**. We have also worked very closely with the community at **Claymore in NSW** to provide an evaluation of their collective impact work.

Our relationships with academic institutions and collaborations with university researchers have also deepened over the year.

We have joined a **multi-partnered research project 'Wellbeing in Adolescence'** led by Flinders University, including other organisations such as The Smith Family. This three-year project will examine the conditions and policy environment needed for young people to thrive.

We also continue to deliver the annual Mission Australia Youth Survey and publish a range of reports based on its findings.

**"We should never drop back to the pre-COVID-19 rates of income support which didn't even come close to covering the cost of basic essentials...**

**Now is a crucial time for our Government to prioritise ensuring the ongoing adequacy of these payments, as well as investing in social and affordable housing so that everyone is included in the recovery ahead."**

**James Toomey, CEO Mission Australia**

# SECURING OUR FUTURE

**Mission Australia is grateful for support across the full spectrum of Australian society in 2019-20.**

**We seek to ensure our services have clear strategic rationale and are financially sustainable.**

## Income

Underlying operating income for the year was \$306 million, similar to 2018-19. An increase in Community and Housing Services offset a reduction in Early Learning services.

We thank governments for their investment in our services, which comprised 69% of operating income.

We are humbled by the generosity of Australians. Fundraising income was \$25 million; including \$3 million raised by Sir David Martin Foundation.

## Expenditure

This year's underlying expenditure was \$294 million, of which \$269 million was incurred in Community, Housing, Family and Children's Services.

## Overall result

An increased underlying operating surplus of \$12 million reflects one-time increases in income from services and reductions in expenditure in response to the pandemic.

An overall net surplus of \$23 million includes a significant contribution from the first phase of the Federal Government's JobKeeper subsidy. JobKeeper enabled mitigation of cost increases and income reductions because of COVID-19 and extension of staff whose employment would otherwise have been reduced or ended earlier.

## Financial sustainability

During the year, Mission Australia refinanced its Housing Services with a new debt facility from the National Housing Investment and Finance Corporation, releasing capital to invest in our strategy and protect against risks.

The financial impacts from COVID-19 are expected to continue into the future. Mission Australia will prudently hold reserves to maintain our services for people in need during periods of uncertainty.

We remain disciplined in balancing the needs of those we serve with financial sustainability, exploring innovative ways to enhance our impact.

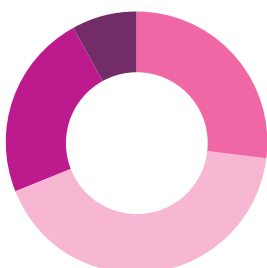
Detailed results are in the Consolidated Annual Financial Report 2020 on our website.

**Iain Keddie**, Chief Financial Officer

### Total underlying income

## \$306m

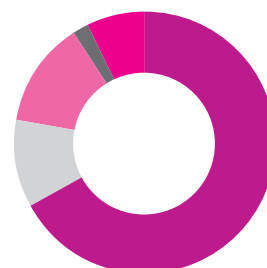
Federal Government	27%
State and local government	42%
Rent, fees and other	23%
Fundraising	8%



### Total underlying expenditure

## \$294m

Community Services	67%
Housing Services	11%
Family & Children's Services	13%
Fundraising	2%
Marketing, administration and other	7%



# RECOGNISING OUR SUPPORTERS

"During a difficult year, our supporters continued to demonstrate their generosity and commitment to helping change lives of vulnerable Australians. Thank you for being a beam of hope."

Elvira Lodewick, General Manager  
Fundraising and Marketing

## Awareness and donations

The pandemic impacted many of our fundraising activities but our 'Independence is Precious' campaigns continued to build awareness of homelessness and promote Mission Australia's enduring commitment to helping people in need, especially in uncertain times.

Brand awareness results reveal that our reputation and standing within the community continues to grow, supported by a strong,

hopeful message in our winter campaign. Positive brand awareness results show that the careful investments we've made into our staff and systems are translating into increased support and better outcomes for the vulnerable people who rely on our services.

We thank our 37,448 donors and more than 250 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. We're especially grateful to those supporters who responded to our request for additional support at a time when others needed to reduce their giving due to COVID-19.

With \$2.1M in already received funds, we're entering the next phase of capital fundraising to continue the construction of the new Mission Australia Centre in Coffs Harbour.

## Charity tick

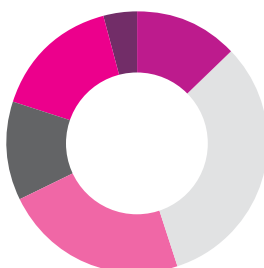
Mission Australia is proud to be a registered charity with the Australian Charities and Not-for-profits Commission, and has the highest commitment to transparency, accountability and governance.



## Total fundraising income

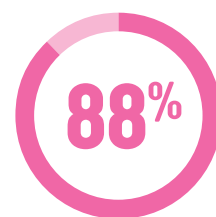
**\$25m**

■ 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.**

## Thank you for your support

- We gratefully received generous donations for our Winter Appeal, which focused on providing urgent assistance to families who are at crisis point.
- Numerous loyal supporters kindly left a gift in their Will to Mission Australia, and we received considerable distributions from the Estate of the Late Muriel Eagleson.
- Due to the pandemic, our annual Larapinta Trek was postponed to August 2021, but our supporters continued to engage in other community fundraising activities throughout the year.
- The successful launch of our new Missionbeat service in Darwin was possible with funds raised through two Larapinta Treks. The Missionbeat service provides outreach and support to predominantly Aboriginal and Torres Strait Islander young people who are at risk of homelessness.
- Corporate partners completed eight skilled volunteering projects, providing Mission Australia with pro-bono assistance in skilled work to the value of \$65,000.
- We appreciated the valuable support of several new corporate partners during the year, who responded to the additional need in the community due to COVID-19. Of particular note was the PVH Group, who generously covered the un-planned cost of additional Personal Protective Equipment needed to keep our staff and the vulnerable people we serve safe.



# Thank you

## OUR SINCERE THANKS TO ALL OUR SUPPORTERS AND FUNDERS

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

Abbott Foundation  
Allport Bequest  
Anita McKenzie  
Australian Youth & Health Foundation  
Bagnall Foundation  
Baxter Charitable Foundation  
Bayer Australia Ltd  
Bell Charitable Fund  
Bill and Heather Webster  
Biogen Australia  
Birchall Family Foundation Trust  
Boeing Defence Australia Ltd  
Capstone Real Estate Advisors Pty Ltd  
Carol Austin  
ClubGrants  
Corella Fund  
David Eldridge  
David Myers  
CRAD Boys Henty  
Deutsche Australia Ltd  
Dick & Pip Smith Foundation  
Dunn Family Trust Fund  
Eleanor Dunn  
G&E Botica Family  
Gaudry Foundation  
Geoff & Joanne Gradden  
Gilbert and Patricia Wheaton  
Glow Worm Foundation  
GPT  
Graham & Glynn O'Neill  
Graham Painton Foundation  
Grant Dempsey  
Herbert Smith Freehills  
Inner North Community Foundation  
Ivany Foundation  
James N Kirby Foundation  
Jim Sweeney  
Justice David Davies  
Kathryn Coates  
Kevin Ryan  
Key Foundation  
Lady Bowen Trust  
Liangrove Foundation  
Lotterywest  
Maple-Brown Family Foundation  
Matana Foundation for Young People  
Microsoft Australia  
MG Motor Australia  
National Motor Vehicle Theft Reduction Council  
Nick & Caroline Minogue Foundation  
Palazzi Rail Pty Ltd  
Paul Griffin Charitable Trust  
Perpetual Foundation - David Walter Harris  
and Jean Mary Harris Memorial Endowment  
Peter Eichhorn  
Phillippa Warner

Procter & Gamble Australia  
Profield Foundation  
Property Industry Foundation  
PVH  
PwC Australia  
QBE Foundation  
Rachel Fitzhardinge  
Reef Shark Foundation  
Regal Foundation  
Reserve Bank of Australia  
Reuben Pelerman Benevolent Foundation  
Rob and Cary Gillespie  
Rob McInnes IP Advisory Pty Ltd  
Robert Albert AO RFD RD  
Robin McCosker  
Rosalie Kierle  
Rosemary Rajola  
Ross and Carol Culey  
Rossi Foundation  
Ruth Armytage AM  
Skipper-Jacobs Charitable Trust  
Sir David Martin Foundation  
Sofia Foundation  
Stalder Consulting Pty Ltd  
Susan Maple-Brown AM  
Telstra  
Tenix Foundation  
The Gardenmakers  
The Karen and John Kightley Foundation  
The Lionel & Yvonne Spencer Trust  
The Revd Prof Victor Yu AM  
The Sir James McNeill Foundation  
The Stan Perron Charitable Foundation Ltd  
VGI Partners Foundation  
VGI Partners Limited  
Vincent De Luca  
VivCourt  
Walter Campbell Memorial Trust  
Wesfarmers Limited  
Westpac Banking Corporation

### Bequests received in 2019-20

Alan Ross Hall  
Allan Archibold Rowling  
Allan Grant Mackay  
Alwyn Miechel  
Betty Beryl Ashby  
Betty Grace James  
Beverley Elizabeth Potts  
Carole Frazer  
David Kenneth Bell  
Donald Casson  
Dorothy Eileen Davidson  
Elaine Bobbin  
Elizabeth Lawrie  
Elizabeth Constance Carr  
Emily Vallance  
Ethel May Murray

Eva Maria Sommer  
Fay Alice Tilly  
Gladys Mary Humphreys  
Gwenyth Parry Pearce  
Heather June Benjamin  
Helena Mary Moore  
Hilary Cameron  
Ian Jules Sappay  
Ian Victor Zammit  
Irene Joy Anderson  
James Patrick Cains  
Jean Iris Findlay-Gower  
John William Gibbins  
Joyce Barry Pate  
Kathleen Jean Kearney  
Malcolm Clarence Jaensch  
Malcolm David Witherby  
Margaret Eileen O'Dwyer  
Marion Elizabeth Hines  
Marjorie Lucy Hunter  
Muriel Eagleson  
Olive May Green  
Peter Stewart  
Peter Wayne Murphy  
Reginald Alfred Becker  
Richard K Ottaway  
Robert Peter Vale  
Robin Beveridge  
Roger George Fox  
Rosemary Ann MacKrell  
Roslyn Louise Harry  
Ross William Lindsay  
Susan Elizabeth Hutchinson  
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 HM (Bill) & CJ (Joy) Barrie 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 Mrs H Cater Charitable Trust Fund  
The N & M Hurl Charitable Trust  
The Ronald & Thelma Henderson Trust  
The Rose Sarah Rasey Trust  
The Sarah Jenyns Trust  
The Victor Lionel Meise Memorial Trust  
The William Moore Trust  
Thelma Rae Clarson  
Valmai Jean Gibson  
Warwick Edward Lukins  
William Brian Jory



Corella Fund

Deloitte.



Ivany Foundation



Profield Foundation



## Government partners

### Federal

Department of Education, Skills and Employment  
Department of Health  
Department of the Prime Minister and Cabinet  
Department of Social Services  
National Disability Insurance Agency (NDIA)

### New South Wales

Department of Education  
Department of Health  
Department of Customer Service  
Department of Communities & Justice  
Department of Planning, Industry and Environment  
Department of Premier and Cabinet

### Our Patron

Mission Australia is honoured to have the Governor-General, His Excellency General the Honourable David Hurley AC DSC (Retd) as our Patron.

### Northern Territory

Department of the Attorney-General and Justice  
Department of Health  
Department of Local Government, Housing and Community Development

### Queensland

Department of Child Safety, Youth and Women  
Department of Communities, Disability Services and Seniors  
Department of Housing and Public Works  
Department of Justice and Attorney-General  
Department of Employment, Small Business and Training

### South Australia

Attorney-General's Department  
Department for Education

### Tasmania

Department of Communities  
Department of Health and Human Services

### Victoria

Department of Education and Training  
Department of Health and Human Services  
Wellington Shire Council

### Western Australia

Department for Communities  
Mental Health Commission

# RECONCILIATION ACTION PLAN

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

Our Reconciliation Action Plan (RAP) is an agreed strategy on how Mission Australia intends to contribute to reducing the gap in living standards between Aboriginal and Torres Strait Islander and non-Aboriginal or Torres Strait Islander Australians.

## Progress

Over the past year, many of our services have supported local Aboriginal and Torres Strait Islander community events, such as National Reconciliation Week and NAIDOC Week. Celebration of these events is now well-embedded throughout Mission Australia.

In communities with many Aboriginal and Torres Strait Islander members, we seek to create mutually supportive relationships with Aboriginal Community Controlled Organisations (ACCO). For example, we are seeing the benefits of a partnership with Bloodwood Tree Association grow over time. The organisation started working with Mission Australia to deliver the integrated Primary Mental Health Service in Port Hedland, WA. Bloodwood Tree has

since become our delivery partner in the Thrive tenancy support program in surrounding areas. Informal partnerships have also developed on alcohol and drug services, with joint visits providing a better service.

We have also seen many local community connections forged across our services, including art competitions, murals, language courses, and gardens completed with bush tucker and yarnning circles. In response to COVID-19, several services have been providing meals to local Aboriginal and Torres Strait Islander communities.

We know we still have much to do on our reconciliation journey, including improving our procurement from Aboriginal and Torres Strait Islander businesses. We also continue to work towards our RAP commitment to achieve Aboriginal and Torres Strait Islander staff levels proportionately equal to or higher than the proportion of Aboriginal and Torres Strait Islander clients, as well as greater professional development and succession planning with our current Aboriginal and Torres Strait Islander staff.

Mission Australia's Innovate RAP 2017-2019 expired last year. During the next 12 months we will be developing a further Innovate RAP in partnership with Reconciliation Australia. A dedicated RAP Coordinator will be supported by a new RAP Reference Group and local RAP Champions across the organisation.

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

# LOOKING AHEAD

**We're excited about the opportunities that lie ahead in 2020-21 and beyond. Here are some highlights:**

## Mission Australia Centre and more housing for Coffs Harbour

**We look forward to building a new Mission Australia Centre in Coffs Harbour CBD.** Opening in 2021, the purpose-built community hub will offer a range of tailored community services designed to address the most pressing needs of vulnerable locals on the NSW Mid North Coast.

Construction of the centre will be funded through a capital fundraising campaign, and will be built at the same time as 40 social home apartments next door.

## Housing Older Women in Brisbane

**Funded by the Brisbane City Council, we're excited to launch an innovative program for older women experiencing or at risk of homelessness later in life.** The Housing Older Women service will help women aged 55 and over to navigate homelessness support services and gain skills to live independently.

## Youth Foyer coming to Townsville

**We're partnering with the Queensland Government to manage a new specialised housing service for young people aged 16-24 years who are at risk of or experiencing homelessness in Townsville.** Once constructed, the Youth Foyer will

provide up to 40 young people at a time with 24/7 support, safe self-contained accommodation, and access to education, employment and case management to increase their independence.

## Withdrawal and rehabilitation in Bateman's Bay

**Stemming from the success of Mission Australia's Triple Care Farm in Robertson, we're working with the Federal Department of Health to build a residential withdrawal and rehabilitation facility in Bateman's Bay, NSW.** Young people will receive treatment through on-site case management, individual and group counselling, educational training and a variety of recreational and clinical programs.

## Residential alcohol and other drug support for Cairns

**The Cairns Alcohol and Other Drugs service will provide a residential rehabilitation service for adults from Cairns and surrounding areas of Far North Queensland, funded by the Federal Department of Health.** When built, the service will aim to improve the overall health and wellbeing of people and communities at risk of, or currently affected by, substance misuse issues.

## Carer support in the ACT and NSW Southern Highlands

**We're excited to launch the Integrated Carer Support Service (ICSS) in the Capital Region and NSW Southern Highlands to connect carers with**

**each other and provide them with the support they need.** The program helps enrich carers' wellbeing by helping manage their daily challenges, look after their own wellbeing and supporting them to provide effective carer support.

## Social and affordable housing in Macquarie Park

**Together with NSW Land and Housing Corporation (LAHC) and Frasers Property Australia we will redevelop the former Ivanhoe Estate, creating a new community featuring world-leading sustainability, quality community facilities and beautiful public open spaces.** The new community is set to redefine the way social, affordable and market housing are integrated together to provide a sustainable and inclusive neighbourhood for people from a range of socio-economic backgrounds.

At least 950 new community housing dwellings and 128 affordable homes will be built. Dedicated funding generated through the redevelopment will be re-invested in social outcomes over 20 years. Mission Australia will have staffed offices on-site to deliver tailored support and services for social housing tenants who choose to access them.

This approach will enhance community housing tenants' capacity to achieve safety, stability and independence through employment, helping people to progress to alternative housing options. Construction will commence in October 2020.

# 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 staff can thrive, and we can serve our clients and communities to the best of our abilities.

### Staff snapshot:

**2,396** total staff

**1,535** full-time

**607** part-time

**249** casual

**5** trainee



## Engagement

**We continue to listen to our staff through our Staff Engagement Survey, measuring the levels of passion, engagement and progress within the organisation.**

The survey is an important way for our staff to communicate their thoughts about Mission Australia in a constructive and confidential forum.

Pleasingly, our 2019 Staff Engagement Survey had a high completion rate of 75%. Engagement levels remained high at 85%, a very positive result as we continue to see improvements in recognition, wellness, cooperation, values and leadership.

*"Staff responses help us on the path to becoming a more agile organisation, with increased impact and empowered employees as a result."*

**James Toomey,**  
CEO Mission Australia

## Our volunteers

**We thank our 1,249 selfless volunteers, who over the last financial year generously contributed almost 27,000 hours in the support of our staff and the people we serve.** Although volunteering opportunities were somewhat restricted by the pandemic, it was also an opportunity to innovate.

During National Student Volunteer Week, two psychology students from Southern Cross University connected virtually with Mission Australia Housing tenants. Sam and Ellie helped the tenants complete an online survey that provides valuable feedback on our services, while providing them with some welcome encouragement and connection.

*"Due to the pandemic, so many people were living in isolation with limited human contact. This project was such an amazing and rewarding experience for everyone involved"*

**Sam, Mission Australia volunteer**

## Safety and wellbeing

**We are committed to providing a safe workplace for all our staff, volunteers and student placements.**

Throughout the month of November, all our site safety representatives completed Work, Health and Safety training. In response to the pandemic, our Crisis Management Team ensured a smooth transition for our staff by providing access to:

- Regular health updates
- A dedicated COVID-19 Work Health and Safety subject matter expert
- A COVID-19 information hub on our staff Intranet



- Resources for remote working including IT support
- Wellbeing resources, including tips on coping with stress
- Regular wellness sessions
- A dedicated email address to help employees apply for COVID-19 leave.

With more demand from staff during the year, our chaplains increased their communication and avenues of support. This included hosting more virtual meetings, group reflections and initiating individual check-ins with staff.

Our external Employee Assistance Program provider continued enabling

staff to access additional one-to-one counselling support.

**"The group reflection meetings have encouraged me to explore my spirituality during the pandemic.**

**I appreciate all the prayers I received for the issues I'm facing. The group has been so supportive."**

**Staff member, NSW**

## Improved staff learning

**In January we introduced a new Learning Management System to allow staff to easily access training material and courses.**

The new system includes a training dashboard for staff to keep track of completed modules and enrol in new courses, especially helpful for new staff.

# MEET OUR LEADERS

**Led by CEO James Toomey, our Executive Team oversees 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. As a qualified social worker with an extensive background in community services, James is client-focussed and passionate about transforming the lives of Australians in need. He joined Mission Australia in 2010 as National Manager Community Services Operations Support and then became Executive, Operations and Fundraising in May 2014. James brings in-depth expertise to Mission Australia's service delivery and is committed to quality, collaboration and performance measurement and evaluation to achieve the best possible outcomes for the people we work with. Previously, James was the Operations Director for SkillForce. He was also Assistant Director of Foster Care Associates in the UK. James is a Director of Mission Australia Housing, Mission Australia Housing (Victoria) and Director of the End Street Sleeping Collaboration in NSW.

holds a Degree in Economics and a Degree in Law and is a Graduate of the Australian Institute of Company Directors and a Member of the New South Wales Law Society.

## Iain Keddle

**BSc (Hons), FCA, GAICD**

**Chief Financial Officer**



With a background spanning the professional services and corporate sectors, Iain is a highly experienced CFO. He has held Senior Executive roles in listed and private companies operating in various services sectors in Australia and worked with PricewaterhouseCoopers and Ernst & Young in London and Sydney. Iain joined Mission Australia in 2014 and provides oversight and direction to the Board and Executive Team on all areas of financial management, technology and procurement. 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). He is a Graduate of the Australian Institute of Company Directors, a Fellow of the Institute of Chartered Accountants in England and Wales and holds an Honours Degree in Mathematics and Theoretical Physics.

## Sally Ascroft

**Bec, LLB, GAICD**

**General Counsel and Company Secretary**



Sally is a highly experienced governance and legal professional, with more than 25 years' experience of working with Boards and Executive Teams to achieve organisational objectives through governance, policy and strategy. Sally and her team oversee all legal, governance, risk and assurance activities at Mission Australia, guiding staff through the increasingly complex legislative issues affecting the not-for-profit sector. Sally was appointed General Counsel in 2012 and Company Secretary in 2014. Prior to joining Mission Australia, she was a Partner of King Wood Mallesons and General Counsel and Company Secretary of The Trust Company. Sally is a Director and Company Secretary of Mission Australia Housing and Mission Australia Housing (Victoria). She

## Ben Carblis

**BA, MA, GAICD**

**Executive, Community Services**



Ben's passion and deep understanding of community services led to his appointment of Executive, Community, Family and Children's Services in January 2018. In this role he leads and directs nationwide teams and operations. He most recently served as Mission Australia's State Director NSW/ACT, also leading our Social Enterprises in Victoria. Ben has over 20 years' experience in leadership roles within community and employment services and started out his career as a youth worker on the Central

Coast, NSW. Ben is a Director of the NSW Council for Social Services (NCOSS) and a member of the NSW Premier's Council on Homelessness. He holds a Bachelor of Arts and a Diploma of Education from the University of Newcastle and a Master's Degree in Adult Education (MA Ed) from the University of Technology, Sydney. He is a Graduate of the Australian Institute of Company Directors.

## Chris Bratchford

**MBA, LLB, GAICD**

**Executive,  
Housing and Property**



Chris is responsible for the strategic leadership, operational performance and sustainable growth of Mission Australia Housing, and the management of Mission Australia's property portfolio. Prior to joining Mission Australia Housing in January 2015, Chris worked in leadership roles across the not-for-profit and commercial sectors both nationally and internationally. Chris previously held roles as CEO of Argyle Community Housing, COO of Lake Maintenance, COO and CFO of Avant and CEO of Ample, a London-based financial services business. Chris is a Director of Mission Australia Housing, 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. Chris is a Graduate of the Australian Institute of Company Directors and holds a Master of Business Administration and a Bachelor of Laws.

## Marion Bennett

**BA (Hons), GAICD**

**Executive, Practice,  
Evidence and Impact**



Marion has had a long career in the NSW Government advising on social policy, natural resources reforms, governance and performance improvement. As Executive Director of Housing Policy and Homelessness in the Department of Family and Community Services, she led housing and homelessness policy, inter-governmental negotiations, research, and delivery of affordable housing and homelessness programs. In 2015, she joined Mission Australia as Head of Policy & Advocacy, aiming to bring together the community, government and private sectors to advance the lives of vulnerable people. Marion now drives the continuous improvement and growth of evidence-based and strategically-aligned services in Mission Australia, through practice support, service design and development, impact and analytics, research and evaluation, and business development. She is a Director of Mission Australia Housing and Mission Australia Housing (Victoria). Marion holds an Arts Honours Degree and is a Graduate of the Australian Institute of Company Directors.

## Ramsina Lee

**BA, GAICD**

**Executive, People and Culture**



Ramsina joined Mission Australia in 2019 and is responsible for the strategic leadership and direction of our People & Culture and Work Health & Safety 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. She holds an Arts Degree in Industrial Relations and Sociology and is a Graduate of the Australian Institute of Company Directors.

## Paul Molyneux

**MA, MBA**

**National Chaplain**



Paul is an ordained minister and leads Mission Australia's national team of chaplains. The Chaplaincy team support the spiritual and emotional wellbeing of our Board, Executive Team, staff and clients by offering pastoral care, spiritual support, crisis intervention and an attentive listening presence. Prior to joining Mission Australia in 2013, Paul was Pastor of CityLife Church Melbourne. He also served as State Director of Youth Alive Victoria, a Christian organisation that promotes positive life choices to young people. Paul is on the Board of the Billy Graham Evangelistic Association and Samaritan's Purse International Relief Australia. He holds a Master of Business Administration, Master's Degree in Vocational Practice and has studied at Ridley and Tabor Bible Colleges.

## David Pigott

**BA (Hons), MA, MAICD**

**Executive, Sector Engagement**



David retired from our Executive Team in November 2019 after more than 17 years with Mission Australia. In that time David held a number of senior roles which included responsibility for corporate partnerships, government affairs, research, policy, advocacy, media and internal communications. David became Executive, Sector Engagement in 2014 and made a valuable contribution to Mission Australia's advocacy efforts while generating significant media coverage for the organisation.

# MEET OUR BOARD

## Mission Australia's corporate governance and performance is the responsibility of our Board of Directors.<sup>3</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 a 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 was a Member of the ASIC Director Advisory Panel. He has over 40 years' experience in energy and manufacturing industries. Based in Melbourne, Ken is Chair of the Housing Committee and a member of the Nomination, Remuneration and Succession Committee.

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

### Evelyn Horton

**BEc, MSocSci (Econs), FAICD**



Evelyn was appointed as a Director of Mission Australia on 22 November 2011 and is Chair of Tasmanian Superannuation Commission, an independent Director of the Tasmanian Public Finance Corporation, Glebe Administration Board, 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 Nomination, Remuneration and Succession Committee.

### Ian Hammond

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



Ian was appointed as a Director of Mission Australia on 1 February 2016. He is Chair of Stadium Australia Club and a Non-Executive Director of Perpetual Limited, Queensland Trustees Pty Limited, Venues NSW, Suncorp Group Limited, Suncorp Insurance Holdings Limited, Suncorp Life & Superannuation Limited, Suncorp-Metway Limited and a board member of several not-for-profit organisations including Chris O'Brien Lifehouse and Quiz Worx. Previously, he was a Partner of Pricewaterhouse Coopers for 26 years and has held a range of senior management positions, including lead partner for several major financial institutions. Based in Sydney, Ian is Chair of

### Jennifer Lambert

**BBus, MEc, CA, FAICD**



Jennifer was appointed as a Director of Mission Australia on 27 April 2005. She is a Non-Executive Director of Bluescope Steel Limited, NEXTDC Limited, the Sydney Church of England Grammar School Council and Chair of the Mosman Church of England Preparatory School Limited. She is also a Member of the Reporting Committee of the Australian Institute of Company Directors. Jennifer is the former Group Chief Financial Officer of 151 Property which was previously known as Valad Property Group. Based in Sydney, Jennifer is a member of the Board Audit and Risk Committee, the Service Impact Committee and 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 is also a Council Member of Trinity Grammar School. He previously worked with the Commonwealth Government as First Assistant Secretary at the Department of 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.



years. He is currently a director of Eastern Health and serves on the global board of ACT Alliance. Dr Mitchell is a Council Member of University of Divinity. He has also served as a member of the Federal Attorney-General's International Pro Bono Advisory Group. Bob is an ordained Anglican minister. In the 2019 Australia Day Honours, he was made a Member of the Order of Australia (AM) for significant services to the community through charitable organisations and to the Anglican Church of Australia. Based in Melbourne, Bob is Chair of the Service Impact Committee and a member of the Board Audit and Risk Committee.

## Debra Stirling

**BA, GAICD**

Debra was appointed as a Director of Mission Australia on 22 February 2017. She is currently Member and former Chair of the Monash University 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, Victorian Government Resources Roundtable and Council of Scotch College, Melbourne. 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 Chair of the Nomination, Remuneration and Succession Committee and a member of the Service Impact Committee.



## Richard 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 (GE) over a 25-year career, most recently as President and Chief Executive Officer Europe, and earlier, China. His responsibilities included strengthening GE's operations and developing and executing a shared growth strategy for all GE businesses. Mark was formerly President of GE Capital Real Estate International. 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. He also has extensive experience in companies which have used technology and digital to undertake transformational change. Mark is a member of the Service Impact Committee and the Nomination, Remuneration and Succession Committee.



## Dr Robert Mitchell AM

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

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, serving in both strategic and operational roles. Bob is a solicitor by background, and was a partner at PwC for nearly 15



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