

MISSION AUSTRALIA

ANNUAL REPORT 2022



TOGETHER WE STAND

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SUMMARY OF THE YEAR 2021-22

TOGETHER, WE SUPPORTED

147,913



AUSTRALIANS ON THEIR
JOURNEY TOWARDS
INDEPENDENCE LAST YEAR

THIS WAS ACHIEVED THROUGH:

2,282

staff members



465

programs &
services across Australia



759

volunteers



32,054

supporters



58

government
departments



93

partnerships



MAKING AN IMPACT

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

Homelessness

23,755

people assisted



Housing

7,388

people assisted



Aged care

263

people assisted



Alcohol & other drugs

5,660

people assisted



Children & families

20,862

people assisted



Community development

19,567

people assisted



Employment, education & training

20,067

people assisted



Family & domestic violence

2,993

people assisted



Financial wellbeing

6,325

people assisted



Mental health recovery

4,021

people assisted



Justice & corrections

955

people assisted



NDIS

34,250

people assisted



Welcome

The ongoing pandemic and environmental challenges in the past year had an immense toll on many of us. We are so grateful for our community of supporters, staff, partners, funders and volunteers who continued to demonstrate kindness, Christ-like love and generosity.

Celebrating achievements

Helping people and communities thrive is at the heart of what we do. We are incredibly proud of our organisation's resilience in serving and caring for people throughout previous lockdowns and restrictions. Our staff demonstrated creative and dedicated ways of helping others. This was demonstrated in our commitment to the long-term recovery of flood affected communities across NSW and QLD. While Mission Australia is not a disaster relief organisation, our teams coordinated vital community services, and provided support to people experiencing disadvantage and homelessness.

Our frontline teams in Inala and Coffs Harbour prepared over 1,000 care packages, distributed essential items and assisted in recovery efforts.

Two years into our 20-25 Strategy, we are pleased with our progress. This past year, we:

- Opened a Mission Australia Centre (MAC) in Coffs Harbour, along with the Duke Street Housing Complex (which includes 40 one-bedroom social and affordable housing units).
- Advanced our Community of Focus initiative in Cairns South and commenced plans for three additional Community of Focus initiatives in strategic areas.
- Continued the development two Residential Alcohol and Other Drug services in Cairns and Batemans Bay.
- Commenced the development of Mid-Town in Sydney, with the first 259 social housing dwellings on track for completion next year.
- Launched our second innovative Reconciliation Action Plan, which outlines actions for achieving Mission Australia's vision for reconciliation and commits to 85 deliverables that we will implement by the end of 2023.

Our Founding Purpose

This year, we celebrated 160 years since Benjamin Short founded Sydney City Mission on 11 July 1862.

Distressed by the poverty and deprivation he saw on the streets of Sydney, Benjamin Short's Christian faith led him to gather church, business and civic leaders to establish the Sydney City Mission.

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

Our Founding Purpose is at the core of everything we do here at Mission Australia and, 160 years on, we remain committed to continue with our purpose and vision to end homelessness and see lives transformed.

Thank you for your support. Together, we are striving towards an Australia where all of us have a safe home and can thrive. We hope you enjoy our 2022 Annual Report.

Warm regards,



Ken Dean
Chairman

Sharon Callister
CEO

Welcoming Sharon Callister as CEO

"In March 2022, I was appointed the new CEO of Mission Australia. I look forward to continuing the great progress we have made on our 20-25 Strategy, living out our Founding Purpose as we work towards our vision of an Australia where everyone has a safe home and can thrive."

- Sharon Callister

21-22 Strategy update

In 2020, we launched Mission Australia's 20-25 Strategy with a vision for an Australia where all of us have a safe home and can thrive. As of June 2022, we are progressing well with our four strategic areas of focus:

Helping end homelessness in Australia



Mission Australia Centre and Duke Street units in Coffs Harbour, NSW

As part of our commitment to end homelessness, we celebrated the opening of the Mission Australia Centre (MAC) in Coffs Harbour, along with supporting services, and 40 one-bedroom social and affordable units on Duke Street. Funded with the help of our generous supporters, we celebrated the opening of the MAC in February 2022. The MAC aligns with our work on the Mid North Coast and ensures that people of all ages, backgrounds and incomes have access to the services they need, and a safe and secure home.

Mid-Town development, Macquarie Park, NSW

We are pleased to continue the redevelopment of the former Ivanhoe Estate in Sydney's Macquarie Park. Together with NSW Land and Housing Corporation and Frasers Property Australia, the first 259 social housing dwellings are on track for completion in 2023-24. The innovative project will be a positive, evidence-based model for an inclusive community that provides homes for people from varied socio-economic backgrounds.

Additional highlights

- Started development of a new Youth Foyer in Townsville to provide specialist accommodation for young people
- Won tender and now delivering new homelessness case management services in South Australia.
- Continued to work in partnership with other organisations including through the Everybody's Home campaign and the Constellation Project.
- Advocacy to government has focused on the need for Federal leadership and encouraging private investment to increase social and affordable housing supply.
- New regional committees established to drive collaboration between Housing and Community Services.
- Completed the management transfer of nearly 700 Housing Tasmania properties, more than doubling our portfolio in Tasmania. Funding was also approved for the construction of 47 new homes.
- Funding has been secured to refurbish one of our Sydney Aged Care facilities, Charles Chambers Court.

Partnering to strengthen communities



Cairns South, QLD - our first Community of Focus

Mission Australia 2020-25 strategy has a commitment to work with five areas to create strong, resilient and thriving communities. In 2021, Cairns South, an area with entrenched disadvantage and many gaps in services, was chosen as our first Community of Focus.

In the past year, we have made significant progress in engaging key stakeholders, devising an integrated implementation plan and planning collaborative community activities. With our first Community of Focus on track in Cairns, we are pleased to embark on three additional Community of Focus projects in the year ahead.

Mission Australia Centres as Community Hubs:

Coffs Harbour MAC was established and is now operational. Through the Communities of Focus process, scoping will take place later this year to determine the feasibility of turning Wattle House in Maddington WA into a MAC and turning Hambledon House in Cairns Qld into a MAC.

Additional highlights

- Strengthening communities will be the next topic for the biannual policy position statement. It will explore Mission Australia's approach and identify best practice, and policy and advocacy positions to tackle localised disadvantage from community, governments, businesses and NFPs.
- We have expanded our Community Chaplaincy program in four additional targeted communities: Maddington (Western Australia), Clarence Plains (Tasmania), Coffs Harbour (New South Wales) and Cairns South (Queensland). Through local churches and Christian organisations, Community Chaplains reach people in need, support their spiritual wellbeing and strengthen their communities.

Supporting people in need to thrive



New Alcohol and Other Drugs facilities in Cairns and Batemans Bay:

Our youth residential Alcohol and Other Drugs (AOD) facility in Batemans Bay and an additional AOD facility in Cairns are expected to be operational in late 2022-early 2023.

The new facilities will provide vulnerable people with rehabilitation treatment through on-site case management, individual and group counselling, educational training and a variety of recreational and clinical programs.

Additional highlights:

- We progressed our flagship service models in community mental health and lived expertise. These evidence-led models will drive consistency and best practice by creating national guidelines that can be customised for a local context.
- Senior reps have initiated a group of like-minded CEOs, which has developed a manifesto for change, inspired by contemporary social change theory and thought leaders.

Driving excellence

Reconciliation Action Plan (RAP)

Our 20-25 Strategy includes a commitment to reconciliation as an operating principle. We proudly launched our second Innovate RAP at the beginning of 2022 and have committed to 85 deliverables that we will work towards by the end of 2023. This year, we:

- Celebrated National Reconciliation Week and NAIDOC Week across the organisation;
- Engaged a RAP Coordinator and established a RAP knowledge group of Aboriginal and Torres Strait Islander staff to provide a forum for culturally appropriate advice.
- Supported the Uluru Statement from the Heart internally and externally; and
- Further explored our partnership principles in relation to working with Aboriginal Community Controlled Organisations.
- We also continue to work on our employment and procurement practices to:
- Increase recruitment, retention and professional development of our Aboriginal and Torres Strait Islander staff;
- Increased Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes; and
- Provide cultural learning opportunities to staff.

Additional highlights:

- The staged roll out of an organisation-wide approach to measuring Client Satisfaction began as scheduled and will be completed by July 2023.
- An organisational approach to monitoring, evaluation and learning has been completed and is being incrementally rolled out across key service areas including our Flagship Services models.
- Work has commenced on the implementation of recommendations from The Client Voice Roadmap with a specific focus on updating our approach to a lived expertise workforce and exploring how we integrate lived experience at a broader organisational level.

- The Innovation Space blueprint is being incrementally rolled out with a series of pilots, which aim to build innovation processes and increase our innovation capability. One pilot involved a co-design process with young people to create a new peer to peer wellbeing service model.

We look forward to building on the successes of our 20-25 Strategy in the year ahead, pursuing our goal of ending homelessness and ensuring people and communities in need can thrive.

Ending homelessness in Australia

Mission Australia's solution to homelessness in Coffs Harbour

Our newest Mission Australia Centre and adjacent social and affordable housing in Coffs Harbour have been completed. Thanks to our amazing supporters for helping finance the Mission Australia Centre and for your constant support.

A very special thank you to Mission Australia's Patron His Excellency General the Honourable David Hurley ACDSC (Retd), Governor-General of the Commonwealth of Australia, and Her Excellency Mrs Linda Hurley, Mission Australia staff and community members for attending the official opening event.



Developed in partnership with local stakeholders including Aboriginal and Torres Strait Islander people, clients and local organisations we began building a new Mission Australia centre and adjacent social and affordable housing units to combat the rise of homelessness on the Mid

North Coast. Sadly, Coffs Harbour experienced a 15% increase in the number of people experiencing homelessness in the 2016 census— a rate higher than the national average.

Ending homelessness in the Mid North Coast

Designed to meet needs across the Mid North Coast, the Mission Australia Centre will provide individuals and the community with access to a variety of support services under one roof including homelessness services, health and wellbeing and social inclusion services. Next door, the 40-studio residential units will offer a safe, secure home for vulnerable young people and adults, many who have been on long-waitlists for affordable housing. To support their journey to independence, all residents will have access to support services offered at the Mission Australia Centre and will have opportunities to be involved and connected with the local community.



“We are thrilled to open the doors of our new Mission Australia Centre and social and affordable homes in Coffs Harbour,” Mission Australia CEO, James Toomey shared. “Both buildings are part of Mission Australia’s enduring commitment on the Mid North Coast to ensure that people have access to the services and safe and secure homes they need to thrive, and is part of our goal to end homelessness on the Mid North Coast.”

“Residents who live here will now have a home and be part of a community where they can feel secure, welcomed and can thrive. The residential building has been designed to be a tranquil place to live, with fresh air and sunlight, opportunities for connection and hope.

Ezra is excited for his new home

Ezra* was facing hidden homelessness. Living with health problems and relying on a depleting pension, Ezra was forced to live in a converted garage. Without friends, or family for help he struggled to pay for rent, medical bills and food.

Thankfully our team welcomed Ezra as one of our new Mission Australia tenants at Coffs Harbour.



Now Ezra can afford everyday essential items such as medicine and groceries and is very happy with his new home. “Things are 100% better and Mission Australia have been super helpful,” Ezra shared, “I get on well with my neighbours and am enjoying the sense of community here.”

**Names and images have been changed to protect the identity of the people we help.*

Strengthening communities in Australia

Life after lockdown: Empowering young people with new opportunities

Finding hope for the days ahead: Cory's story

When his parents abandoned the family, 16-year-old Cory* and his siblings moved in with their aunt. Cory played an active role in raising his younger siblings leaving little time to focus on his education.

At school, Cory's classmates were hostile and aggressive towards him. Most of the time, the teen chose to spend his free time playing rugby instead. When teachers noticed Cory's low engagement levels at school, they referred him to one of our services, Youth on Track.

Our staff connected with Cory just as the pandemic hit. During the lockdown, Cory and his case worker met online every week to devise a plan.

Cory began to identify his passions and with a little support, he set out on the best path to achieve his goals.



Thanks for helping me stay motivated during challenging times of COVID and isolation. – Cory, 16

Cory enrolled into an apprenticeship program and worked with our staff to learn independent life skills such as driving, budgeting and financial planning.

By the end of the pandemic, Cory had completed a Certificate III and secured an offer of employment. He also opened a new savings account and celebrated getting his learner's licence on the first go. Without a stable home environment, young people can face significant disadvantages. Thanks to your support, vulnerable young people can access the support they need to lead independent lives.

On the journey towards independence, not everyone is blessed with the same opportunities. Thanks to funding from the Wellington Shire Council, young people like Cory have a chance to overcome disadvantages and step towards a brighter future.

L Plates to P Plates (L2P) is a community-based learner driver experience program supporting young drivers who don't have access to a supervising driver.

**Names and images have been changed to protect the identity of the people we help.*

Supporting people in need to thrive

Thanks to people like you, Terry could relive his passion for riding motorcycles.

Caring for Terry required Lyn's full-time attention. When she connected with Bronwyn and Jane from Mission Australia, she was relieved and grateful for the extra support. Bronwyn and Jane, part of our Local Area Coordination teams, help people living with a disability find relevant services.

As a motorcycle enthusiast herself, Bronwyn understood Terry's love for riding. Noticing Terry's declining mental health, Bronwyn and Jane set out to help Terry regain his confidence and spark his love for life again using his Harley Davidson bike. With help from the Fleurieu Peninsula Riding Group, the pair began crafting a surprise ride for Terry in the side caddy of a Harley Davidson.



"In 10 to 15 days, Jane and Bronwyn had it all organised and Terry had no idea at all," says Terry's wife, Lyn. On the day of the surprise ride, Lyn told Terry they had a morning medical appointment. But instead of driving to the hospital, Lyn told Terry there was something special awaiting him. "As soon as he saw the bikes, he was dead quiet," says Lyn

"The smile on Terry's face was as big as the Grand Canyon. It was nice to be out and away from the house, away from the problems, away from the stress." – Lyn.

Terry sat excitedly in the side caddy of a Harley Davidson with his helmet awaiting his first bike ride in over five years. Despite his physical limitations, Terry's love for riding hadn't changed. The opportunity to feel the wind on his face again was like a breath of fresh air. "It was nice to see him relaxed and out of his shell," says Lyn. "I think it's blown away five years of cobwebs out of his brain and settled him back down."

The momentary ride helped Terry regain a sense of excitement.

"Terry looks so much better," says Lyn. "He was actually sitting up really straight in his wheelchair, which is very rare, and he just has a constant smile on his face."

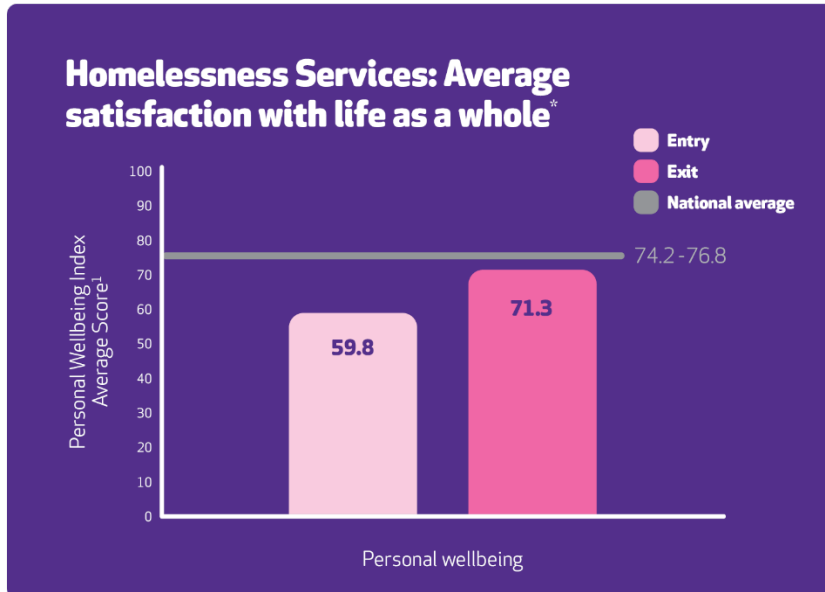
Thanks to the National Disability Insurance Agency (NDIA), our services Local Area Coordination teams can continue to help vulnerable people navigate difficult times in life.

Driving excellence

Our Impact Measurement program helps us understand how our 78 homelessness services improve the lives of the people and communities we serve. We measure our impact by asking clients about their housing and wellbeing when they start a service and when they exit.

Funded by the Federal and State Governments, our services provide support to people who are at risk of or experiencing homelessness and housing instability. Our impact measurement data shows that when people left a service, they were more satisfied with their personal wellbeing than at the start.

*92% of people at risk of homelessness at entry were in secure and stable accommodation at exit.**



**All closed cases who at service entry were at risk of homelessness and who exited between July 2021 and June 2022 (n=2204). Data for secure and stable housing (n=1854).*

^Matched data collected from July 2021 to June 2022 (n=389) compared to Australian population normative range

1 Deakin University and Australian Unity Limited. (2021). Australian Unity Wellbeing Index - Appendices 38. Subjective wellbeing in Australia during the second year of the pandemic. Geelong: Australian Centre on Quality of Life, School of Psychology, Deakin University

Research and advocacy

Mission Australia provided submissions and presented evidence to the Federal Government and State and Territory Governments on a range of issues, including:

- The Productivity Commission's review of the National Housing and Homelessness Agreement
- Federal pre-budget consultations
- The National Plan to End Violence Against Women and Their Children
- The new Disability Employment Services model

We continued to advocate for a national plan to end homelessness, further investment in social and affordable housing, adequate income support and other policy priorities to support people in need to thrive.



Financial summary

We are grateful for support across the full spectrum of Australian society in 21-22.

Underlying operating income:



Federal Government: 28%

State and local government: 48%

Rent, fees and other: 21%

Fundraising: 8%

Underlying operating expenditure:



Community services: 79%

Housing: 12%

Fundraising: 4%

Marketing, administration and other: 5%

Total fundraising income:

\$24.6 million

Appeals: 14%

Regular giving: 29%

Bequest: 22%

Major gifts: 24%

Corporate partnerships: 8%

Capital and other: 3%

Stewardship:

Mission Australia is committed to always being a responsible custodian of the funds provided by our supporters. Every donation we receive is important and very carefully spent across the organisation, with 88% of income going back into services last year.



Thank you

Our sincere thanks to all our supporters and funders

**Bill & Heather
Webster**

Corella Fund



**Ivany
Foundation**



**Profield
Foundation**



**REGAL
FOUNDATION**

**SIR david martin
FOUNDATION**



Major donors, trusts and foundations and corporate partners

ABC Giving Tree	Gaudry Foundation	Paul Griffin Charitable Trust
Alexander Gusbeth	George Odell	Peter Eichhorn
Alfred Thomas Bellford Charitable Trust	Gil and Pat Wheaton	Peter Lingley
Allport Bequest	Glow Worm Foundation	Philippa Warner
Annie / Danks Trust	GPT	Profield Foundation
Atom Media Pty Ltd	Graham O'Neill	PwC Australia
Australian Youth & Health Foundation	Graham Painton Foundation	R A Gale Foundation
Bagnall Foundation	HBL Ebsworth	Rachel Fitzhardinge
Baxter Charitable Foundation	Herbert Smith Freehills	Rebecca Rocheford Davies
Bill and Heather Webster	HFW Australia	Reef Shark Foundation
	Hummingbird Australia AI PTY LTD (HOOD)	Regal Foundation

Bird & Bird	Ian and Jane Hammond	Reuben Pelerman Benevolent Foundation
Boeing Defence Australia Ltd	Ivany Foundation	Robert Albert AO RFD RD
Bserk Giving Fund, a giving fund of APS Foundation	James N Kirby Foundation	Rosalie Keirle
Capstone Real Estate Advisors Pty Ltd	Jim Sweeney	Ross and Carol Culey
Carol Austin	John Callaghan	Ruth Armytage
Carolyn Lyons OAM	John Levy	Sally and Tim Sims
Centenary Foundation – The Permanent Trustee Foundation	Justice David Davies	Sir David Martin Foundation
Coates	Kevin Ryan	Skipper-Jacobs Charitable Trust
CommBank Foundation	Key Foundation	Stafford Capital Partners
Corella Fund	Liangrove Foundation	Stalder Consulting Ltd
Cumberland Finance Group	Lotterywest	Susan Maple-Brown
David Milton	Lucas' Papaw Foundation	Switch Telecom
David Myers	Maple-Brown Family Foundation	Tenix Foundation
David Walter Harris and Jean Mary Harris Memorial Endowment	Matana Foundation for Young People	The Adolph Basser Trust
De Grey Mining Ltd	Matthew Peter Trainor Family Trust	The E Robert Hayles and Alison L Hayles Charitable Trust
Dick & Pip Smith Foundation	Microsoft Australia	The John & Beryl May Henderson Foundation
E A & N Hulak Foundation	Minter Ellison	The Karen and John Kightley Foundation
Edmund & George Whitlock Foundation	Nancy Paton	The Sir James McNeill Foundation Trust
Eleanor Dunn	Nick & Caroline Minogue Foundation	The Stan Perron Charitable Foundation Ltd
Foundation for Rural & Regional Renewal (FRRR)	ONE Co Foundation	Vincent De Luca
		WA Charity Direct

Bequests received in 2021-22

Alan John Williams	Marc Field	The Harry Frederick Carter Charitable Trust
Allan Archibold Rowling	Margaret Jean Barnes	The Hart Family Perpetual Trust
Anita Stafford McKenzie	Margaretha Booker	The HM (Bill) & CJ (Joy) Barrie Foundation
Barbara Ann Tomblin	Moirra Kathleen Whiteside	The Jean Goodhind Baker Memorial Trust
Betty Grace James	Muriel Eagleson	The Jeanie Moffat Waddell Foundation
Billie Parker Dyer	Norma Alma Smith	The Kenneth Gordon Anderson & Edith Anderson Memorial Trust
Denis Stanley Klein	Norma Dorothy McMorran	The Leslie Hocking Cocks Trust
Desmond Palmer Phillips	Robert Vidler Birdsall	The Marjorie Scott Trust
Donald Joseph Miller	Stanley Roy Fogarty	The Mrs H A Cater Charitable Trust Fund
Donald Thomas McMahon	The Albert Arlen & Nancy Brown Charitable Trust	The N & M Hurll Charitable Trust
Elizabeth Helen Brolly	The Allan St Ruth Knights Annuity Fund	The Robin Beveridge Endowment
Ellen Jane Gray	The Annetta Adami Charitable Trust	The Ronald & Thelma Henderson Trust
Ernest Leslie Isles	The Dickinson Charitable Trust	The Rose Sarah Rasey Trust
Geoffrey George Travis	The Dorothy Frances Hooper	The Victor Lionel Meise Memorial Trust
Geoffrey Robert Burfoot	The Dorothy Mary Steer Charitable Trust	The William Moore Trust
Gladys Laura Turner	The Eric Storm Charitable Trust	Valda Lois Hickey
Gwenneth Dorothy Johnson		Violet Louise Fontaney
Hazel Jean Park		William Athol Dawson
Ian Victor Zammitt		William Ramsay Carter
James Massey Stewart Lutton		
Jane Mary Frolich		
John David Oliver		
Kathryn Ann Coates		
Lloyd Eric Birdsall		

Government and sector funding partners

Federal	<p>Department of Education, Skills and Employment</p> <p>Department of Employment, Small Business and Training</p> <p>Department of Health</p> <p>Department of Jobs and Small Business</p> <p>Department of Social Services</p> <p>National Disability Insurance Agency (NDIA)</p> <p>National Indigenous Australians Agency</p>
NSW & ACT	<p>Coordinare Limited</p> <p>Department of Communities and Justice</p> <p>Department of Health</p> <p>Far West Local Health District</p> <p>Healthy North Coast Ltd</p> <p>Hunter New England PHN</p> <p>LINK Housing</p> <p>Live Better Services Ltd</p> <p>Legal Aid NSW</p> <p>New Horizons Enterprises LTD</p> <p>Office of Liquor, Gaming & Racing</p> <p>Platform Youth Services Inc</p> <p>Sydney North Health Network</p> <p>South East Sydney Local Health District</p> <p>South Western Sydney Local Health District</p> <p>South Western Sydney Primary Health Network</p> <p>Western Health Alliance</p>
NT	<p>Department of Attorney General and Justice</p> <p>Department of Health</p> <p>Department of Housing</p> <p>Department of Territory Families, Housing and Communities</p> <p>Northern Territory PHN</p>
QLD	<p>Brisbane City Council</p> <p>Department of Children, Youth Justice & Multicultural Affairs</p>

	<p>Department of Child Safety, Youth and Women</p> <p>Department of Communities, Child Safety and Disability Services</p> <p>Department of Employment, Small Business and Training</p> <p>Department of Housing and Public Work</p> <p>Department of Justice and Attorney General</p>
SA	<p>Adelaide Primary Health Network</p> <p>Avenues College</p> <p>Banksia Park Int High School</p> <p>Country SA Primary Health Network</p> <p>Golden Grove High School</p> <p>Loxton High School</p> <p>Neami National</p> <p>Northern Adelaide Senior College</p> <p>South Australia Housing Authority (SAHA)</p>
TAS	<p>Department of Communities</p>
VIC	<p>Department of Education and Training</p> <p>Department of Families Fairness & Housing –</p> <p>North Melbourne Language and Learning</p> <p>Melbourne City Mission</p> <p>Youth Support and Advocacy Service (YSAS)</p> <p>Wellington Shire</p>
WA	<p>Anglicare WA INC</p> <p>Department for Child Protection and Family Support</p> <p>Department of Communities</p> <p>Mental Health Commission</p> <p>WA Primary Health Alliance</p>

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.

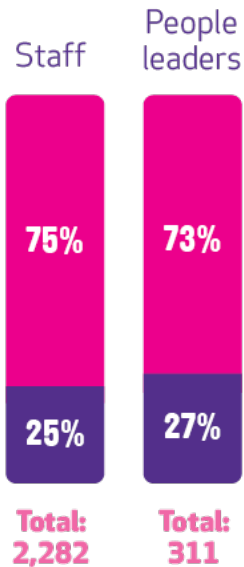
Staff snapshot:

2,282 total staff

1,489 full-time

585 part-time

208 casual



Our volunteers

We thank our 759 selfless volunteers, who over the last financial year generously contributed almost 22,447 hours in support of our staff and the people we serve.



Meet our leaders

Led by CEO Sharon Callister, 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.

Sharon Callister

GAICD, MBA, BHA, RN

Chief Executive Officer

Sharon's extensive experience in the Christian not-for-profit sector and strong leadership qualities led to her appointment as Mission Australia's CEO in March 2022. Previously employed as CEO of the Presbyterian and Methodist Schools Association Queensland (2018-21), The Salvation Army Aged Care Plus (2008-18) and The Salvation Army Humanitarian Mission Services (2012-14), Sharon brings extensive leadership experience and knowledge of managing large service delivery organisations, especially within the aged care and social services sectors. During her time as CEO of The Salvation Army Aged Care Plus, Sharon was responsible for overseeing 16 residential services, 7 retirement villages and over 1,400 staff. Sharon is a strategic thinker who applies her Christian faith and empathy towards others in her servant style of leadership. With qualifications and experience working as a Registered Nurse at St Vincent's Hospital, Sharon is also passionate about helping others. Sharon holds a Graduate Diploma from the Australian Institute of Company Directors, a Master of Business Administration and a Bachelor's degree in Health Administration.

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 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.

Andrew Sharkey

FCCA, CA

Interim Chief Financial Officer

Andrew's extensive knowledge and professional experience includes executive leadership, strategy creation and delivery, transformation, risk and governance. With over 25 years of industry experience in listed and private companies, Andrew has led high performing teams in various services sectors in Australia and Ireland. He is a fellow of the Chartered Association of Certified Accountants (FCCA) and a member of the Chartered Accountants Australia and New Zealand. As interim CFO, Andrew is committed to ensuring long-term financial sustainability and delivering great outcomes for donors, clients, employees and partners. Prior to his role with Mission Australia, Andrew held the position of CFO at an allied health provider.

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 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 an Executive Director of Mission Australia Housing Partnership Limited, Mission Australia Housing

Tasmania and PowerHousing Australia (an Industry Association), 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

Before joining Mission Australia, Marion had a long career in the NSW Government including advising on social policy, governance and performance improvement. As Executive Director of Housing Policy and Homelessness, 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, and in 2017 joined the Executive and moved to lead the Practice Evidence and Impact group. In this role, Marion drives the continuous improvement and growth of Mission Australia's services, through practice quality, service design, innovation, evidence and insights, research and evaluation, and business development. She is a founding member and sits on the Board of the Constellation Project, a collaboration to end homelessness. 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.

Phil Chapman

BSc, Grad Dipl Bus Ops Mgmt

Executive, Chaplaincy & Pastoral Care

A purpose-driven servant leader, Phil is responsible for Chaplaincy Strategy, delivery of the staff and community chaplaincy programs and chairing the Ethics Committee. Mission Australia's Christian chaplains support staff and clients by offering a listening ear, pastoral care, spiritual support and crisis intervention. Community Chaplains engage with clients and other community members in communities experiencing high disadvantage, partnering with local churches to

foster community strengthening. Prior to his appointment in September 2022, Phil served as Mission Australia's Senior Manager, External Communications. He has more than 20 years' leadership experience across the commercial and not-for-profit sectors. Phil holds a Bachelor of Science in Mathematics and a Graduate Diploma in Business Operations Management from the University of Technology, Sydney and is completing an Advanced Diploma of Bible, Mission and Ministry at Moore Theological College. He is a member of Engadine Anglican Church.

Meet our board

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



Kenneth Dean

BCom (Hons), FCPA, FAICD

President and Chairman

Ken was appointed President and Chairman of the Mission Australia Board on 23 November 2016 and has been a Director of Mission Australia since 1 June 2015. Ken was appointed a Director of Mission Australia Housing and Mission Australia Housing (Victoria) on 1 February 2021 and Mission Australia Housing Tasmania on 18 August 2022. Ken is a member of the People Culture & Remuneration Committee and as Chair of the Mission Australia Board attends the Board Audit & Risk Committee and Service Impact Committee. Ken is based in Melbourne.

Ken is a Non-Executive Director and Chairman of Reformed Theological College Limited. Ken is an experienced Non-Executive Director having formerly held directorships on several ASX listed companies and was formerly a Member of the ASIC Director Advisory Panel. He has over 40 years' experience in energy and manufacturing industries.



Dr Robert Mitchell AM

LLB, MPhil, GradDipTax, Grad DipTheol, MThSt, GradCertMin, PhD, FAICD

Independent Non-Executive Director

Bob was appointed as a Director of Mission Australia on 27 February 2019. Bob is a member of the Board Audit & Risk Committee and is Chair of the Service Impact Committee and the BARC Clinical Quality and Safety Subcommittee. Bob is based in Melbourne.

Bob is Non-Executive Director of Eastern Health and The Company of CSC Australia Limited. Bob is an ordained Anglican minister and is a council member of the University of Divinity. He is the former Chief Executive Officer of Anglican Overseas Aid and previously served World Vision Australia in senior strategic and operational roles. A solicitor by background, Bob was a partner at PwC for nearly 15 years. In 2019 Bob 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.



Ian Hammond

BA (Hon), FCA, FCPA, FAICD

Independent Non-Executive Director

Ian was appointed as a Director of Mission Australia on 1 February 2016. Ian was appointed as a Director of Mission Australia Housing and Mission Australia Housing (Victoria) on 1 February 2020 and Mission Australia Housing Tasmania on 18 August 2022. Ian is the Chairman of Mission Australia Housing, Mission Australia Housing (Victoria) and Mission Australia Housing Tasmania. Ian is a member of the Board Audit & Risk Committee, the BARC Clinical Quality & Safety Subcommittee and the Service Impact Committee. Ian is based in Sydney.

Ian is a Non-Executive Director of Suncorp Group Limited, Perpetual Limited and Venues NSW and Chairman of Stadium Australia Club. Ian is a board member of several not-for-profit organisations including Chris O'Brien Lifehouse and Quiz Worx. He was a Partner of PricewaterhouseCoopers for 26 years and has held a range of senior management positions, including lead partner for several major financial institutions.



Debra Stirling

BA, GAICD

Independent Non-Executive Director

Debra was appointed as a Director of Mission Australia on 22 February 2017, Debra was appointed as a Director of Mission Australia Housing, Mission Australia Housing (Victoria) and Mission Australia Housing Tasmania on 18 August 2022. Debra is also Chair of the People Culture & Remuneration Committee. She is based in Melbourne.

Debra is a Non-Executive Director of MaxiPARTS Limited and a member of the Council of Scotch College, Melbourne. She is an experienced Non-Executive Director having formerly held several directorships across the corporate and government sectors. Debra has over 25 years' experience as a senior executive across industries including building & construction, retail, property, mining, financial services, agriculture and manufacturing.



Michael Codling

BSc (Hons), FCA

Independent Non-Executive Director

Michael was appointed to the Mission Australia Board on 22 November 2021. Michael is the Chair of the Board Audit & Risk Committee and a member of the People, Culture and Remuneration Committee. Michael is based in Sydney.

Michael is Chairman of The Freedom Project and the Diocesan Financial Advisory Task Force of the Anglican Church in Australia. He recently retired from PricewaterhouseCoopers where, over a 38 year career in Sydney and London, he held various leadership positions including the senior partner role for a number of large financial institutions.



Nancy Fox

BA, JD Law, FAICD

Independent Non-Executive Director

Nancy was appointed as a Director of Mission Australia on 24 February 2021. Nancy is a member of the Board Audit & Risk Committee and People, Culture & Remuneration Committee. Nancy is based in Sydney.

Nancy is a Non-Executive Director of Perpetual Ltd, Aspect Studios and Lawcover and is Chair of Perpetual Equity Investment Company. Nancy is an experienced Non-Executive Director having also formerly held directorships with several ASX listed and not for profit companies. Nancy has over 25 years' experience in the finance sector including debt capital markets and infrastructure finance working predominantly in New York, Asia and Australia. In the 2021 Queen's Birthday Honours Nancy was made a member of the Order of Australia (AM) for significant service to the financial and banking sector, and to women in business. Nancy is a Fellow of the Australian Institute of Company Directors (AICD) and a member of Chief Executive Women.

JOIN OUR VISION FOR AN AUSTRALIA WHERE ALL OF US HAVE A SAFE HOME AND CAN THRIVE

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- ✓ 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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