



# MISSION AUSTRALIA

ANNUAL REPORT 2024

**Ending homelessness  
and ensuring people  
and communities  
in need can thrive**

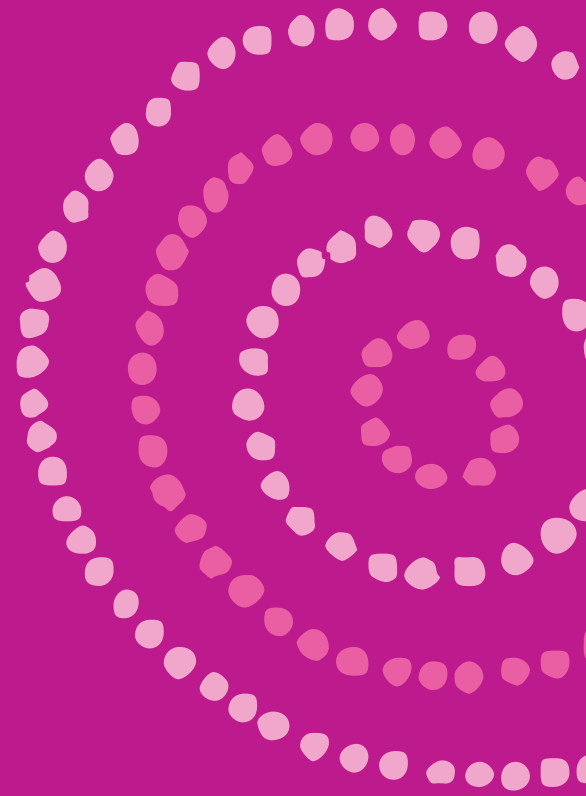
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## Acknowledgement of Land

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.



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



# A message from our CEO, Sharon Callister and Chairman, Ian Hammond

**In Mission Australia's 165th year, we continue to uphold and celebrate our Founding Purpose; Inspired by Jesus Christ, we exist to meet human need and spread the knowledge of the love of God.**

Key achievements include opening our first Youth Foyer in Townsville, nearly 400 new social and affordable homes in Sydney's Macquarie Park, acquiring 251 social homes in Darwin and establishing our fourth Community of Focus in Whyalla.

These milestones reflect our commitment to ending homelessness in Australia and supporting people and communities in need to thrive.

We continue to go from strength to strength in delivering our core services and community housing across Australia and remain proud of all we have done to support people on their journey to independence.

We also continue our important work to drive excellence internally with upgrades to three new IT systems to support better outcomes for staff and the people we serve. We have launched our new Aboriginal and Torres Strait Islander Strategy to continue our commitment to Reconciliation.

As always, the year has not been without its challenges; not least the death of one of our much-loved Directors, Mike Codling, who passed away after a long battle with cancer in May.

As we celebrate our achievements and reflect on the challenges of the 2024 Financial Year, we extend our heartfelt gratitude to our dedicated staff, volunteers, partners and supporters who make our work possible.

**Together, we are building a brighter future — one where compassion, resilience and hope can prevail.**

Warm regards,

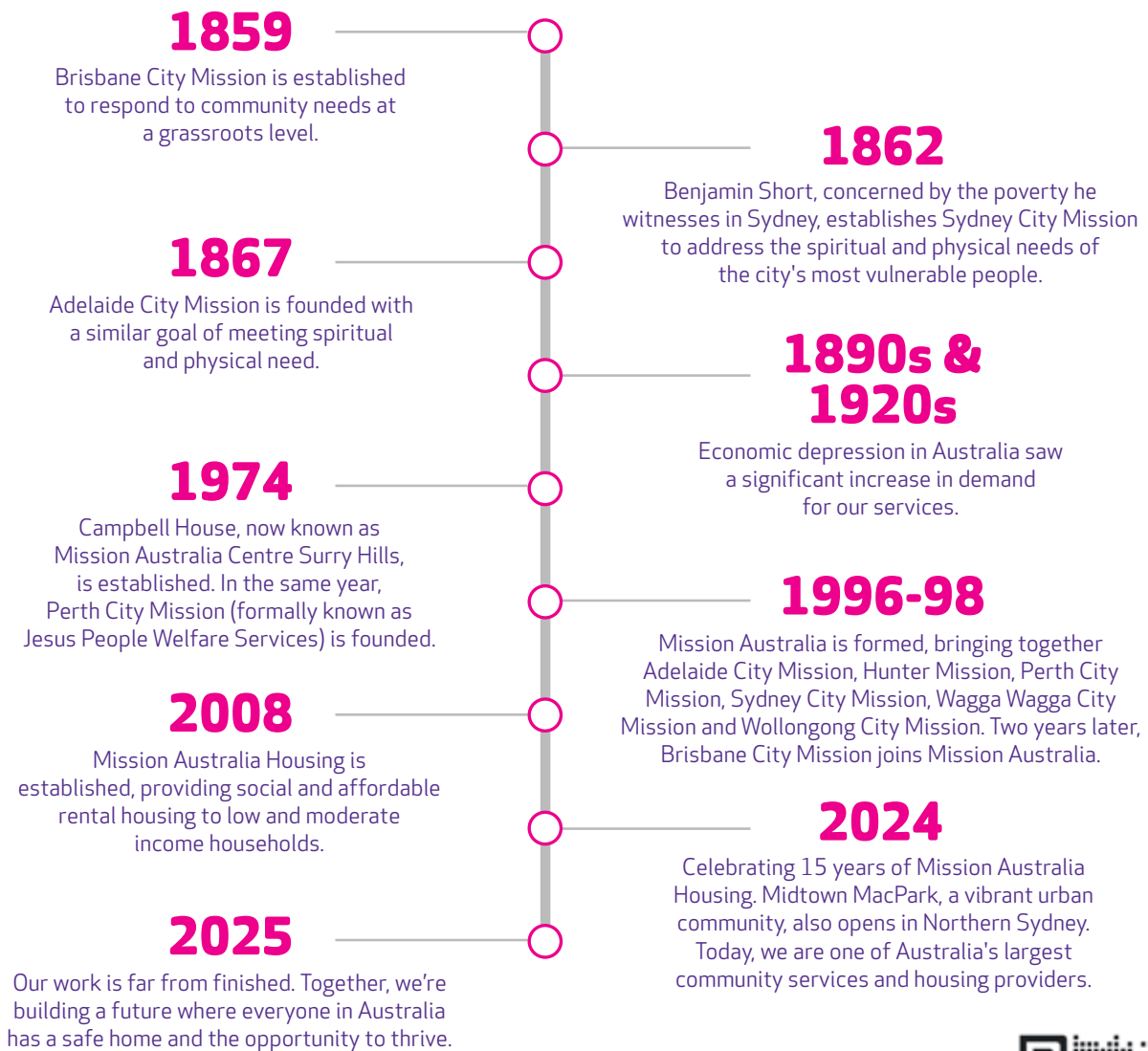
**Ian Hammond**, Chairman

**Sharon Callister**, CEO

# 165 years of supporting people in need

**Mission Australia is a national Christian charity motivated by a shared vision of an Australia where everyone has a safe home and can thrive.**

For 165 years, Mission Australia has been an integral part of Australia's social fabric, creating lasting change in the lives of vulnerable people by helping end homelessness and ensuring people and communities in need can thrive.



Learn more about our history



# How we support people in need

**Our vision is for an Australia where everyone has a safe home and can thrive.**

We want to see sustainable and positive change in the lives of people experiencing homelessness, disadvantage or other significant challenges, enabling them to achieve their full potential.

We do that through:



**Increasing access to safe and affordable housing**



**Working with those who are homeless or at risk of homelessness including in family and domestic violence**



**Supporting children and young people to thrive**



**Improving mental health and wellbeing**



**Building stronger communities**



**Reducing substance dependency**



**Enhancing economic participation**



**Improving supports for people with disability**



# 2024 | Our impact

In 2023-24,  
we supported:

**160,520**



PEOPLE IN AUSTRALIA

through:

**477**



SERVICES

**4,550**



SOCIAL &  
AFFORDABLE HOMES

thanks to  
the work of:

**2,590**



STAFF

**1,113**



VOLUNTEERS

From remote communities like Meekatharra to bustling cities like Sydney, and crossing the Bass Strait to Hobart, our impact reaches more than 4,000km from the east to the west coast of Australia.

## Our geographical footprint

Meekatharra  
Communities  
of Focus

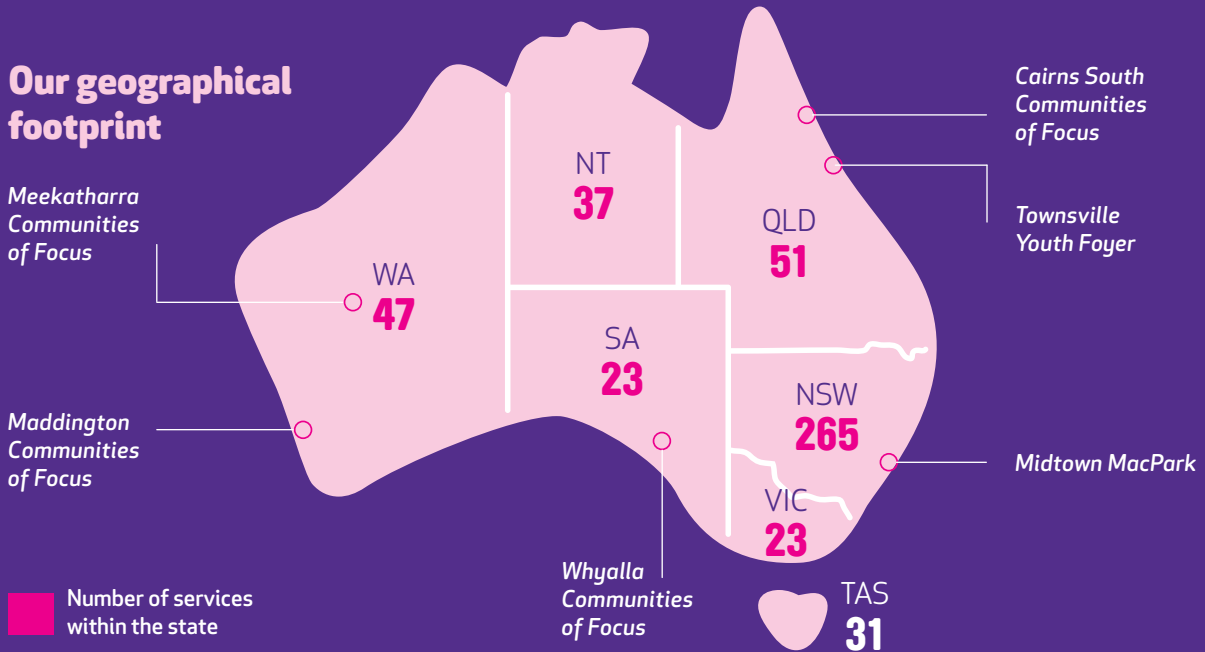
Maddington  
Communities  
of Focus

Whyalla  
Communities  
of Focus

Cairns South  
Communities  
of Focus

Townsville  
Youth Foyer

Midtown MacPark



## Highlights include:

- Doubling the proportion of clients assisted by early intervention services
- With our support, clients' wellbeing improved to meet the national adult average on the Personal Wellbeing Index
- Staff engagement scores remain over 85%.

# Our strategy

The 2023-24 Financial Year has seen fantastic progress in many areas of our organisation with significant progress made on our 20-25 Strategy.



## Learn more about our strategy:

From the opening of a new Youth Foyer in Townsville to our continued commitment to create strong, resilient and thriving communities, read more about our progress this Financial Year.



# Our work in focus



## Youth Foyers

**The opening of Mission Australia's first Youth Foyer in Townsville creates a beacon of hope for young people who are homeless or at risk of becoming homeless.**

**Funded by the Queensland Government, this essential service offers safe accommodation for up to 40 young people aged 16-24, supporting their education and employment goals while providing pathways to a brighter future.**

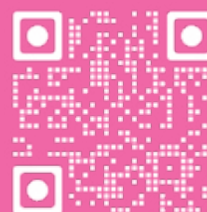
*"This is a safe, secure and affordable place to live and study, where young people are also supported as part of the program to develop their skills, independence and resources needed to*

*achieve their personal goals and step into a brighter future.*

*"Everyone deserves the chance to transition to adult life and follow their dreams, without having to worry about finding a safe place to call home." – Sharon Callister, CEO Mission Australia*

We continue to advocate for more Youth Foyers and hope for the opportunity to deliver more across the country.

**Learn more:**



"Midtown has offered me a home...I don't have family, and I can't afford market rent, so Midtown is an absolute blessing."

- Amber\*, tenant, Midtown MacPark



## Housing growth

**In 2024, Mission Australia Housing celebrated 15 years since it was formed. Mission Australia Housing now delivers more than 4,500 social and affordable homes across New South Wales, Tasmania, Victoria, Queensland and the Northern Territory.**

Our housing mix includes:

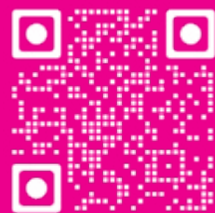
- 1,552 social and affordable housing owned by the group
- 104 supported accommodation owned by the group
- 2,893 social and affordable housing under long term lease or management transfer arrangements.

This year, with Homes NSW and Frasers Property Australia, our first 389 social and affordable homes in Midtown MacPark were completed. We look forward to supporting this vibrant mixed tenured community which includes social, affordable and market rate homes into the future.

We took over management of 251 social homes from the Northern Territory Government in Darwin and established our first housing team in the region.

Access to safe, secure and affordable homes is life-changing for our Housing tenants. That is why we continue to advocate for more investment in social and affordable homes and seek to grow our housing portfolio.

**Learn more:**





## Communities of Focus

**Announcing Whyalla as our fourth Community of Focus (CoF) this year demonstrates our commitment to investing in, partnering with and supporting local communities in their efforts towards a better future.**

In collaboration with community members, we progressed governance and project goals in our

first three CoFs: Cairns South, Meekatharra and Maddington.

Through this place-based, community-led flagship model we tackle entrenched disadvantage around the country by partnering with local people, organisations and businesses to create lasting positive change.

**Learn more:**





## Aged Care

**Mission Australia delivers specialist aged care services to people who have experienced homelessness or are at risk of homelessness.**

A safe home is essential at every stage of life, but for vulnerable older adults, homelessness can severely affect their health and wellbeing.

We have three specialist residential aged care facilities in NSW providing a safe place for vulnerable older people to age with dignity.

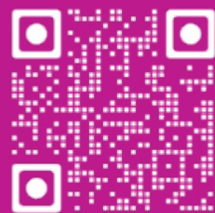
Without one of those facilities, Miles could be one of the growing number of people more than

55 years-old who are homeless. Thankfully, he's found a safe place to call home there.

*"One of the main things I've been really grateful for is that I get my medication prescribed and given to me by the nurses morning and night, and my emotional needs have been looked after. It saved my life."*

**- Miles, resident, Charles Chambers Court**

**Meet Miles:**





"At Mission Australia, everything we do is informed by the evidence we gather through our services, guided by the voices of the people we serve and supported by data, research, evaluation and impact measurement."

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



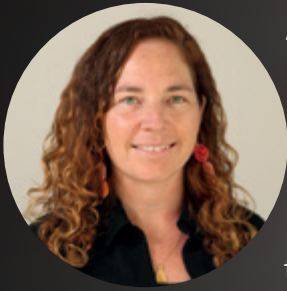
## Measuring our impact

**The evidence we gather ensures we can measure our impact, maintain transparency and accountability, and continuously improve our services.**

**Our structured approach to monitoring, evaluating and learning about our services**

**also ensures we are delivering the best possible support for people and communities in need and advocating for changes where they are needed.**

In October, Mission Australia won the Excellence in Evaluation Systems Award from the Australian Evaluation Society, acknowledging our ongoing dedication to transparency, accountability, data-driven decision-making and measuring our impact.



"Creating a culturally safe organisation is everyone's responsibility from the Board to our frontline staff. I am proud of the work we continue to do in this space and look forward to further progress as we

embark on our Stretch RAP next year and the implementation of our Aboriginal and Torres Strait Islander Strategy.

"As organisations evolve in their reconciliation journey it is important to look beyond the RAP structure and consider the broader commitments that can affect change for communities. I am proud of our team for creating an overarching Aboriginal and Torres Strait Islander Strategy that encompasses all the great work we do and will guide us into deeper respect and stronger partnerships."

**- Elle Davidson, Board member and proud Balangarra woman from the East Kimberley**

## Our commitment to reconciliation

**In 2024, we developed Mission Australia's first Aboriginal and Torres Strait Islander Strategy.**

With invaluable input from our Aboriginal and Torres Strait Islander staff, particularly our Knowledge Group and our new identified National Manager of Cultural Strategy role, the Strategy articulates our vision to foster a strengths-based approach to support Aboriginal and Torres Strait Islander people and communities to lead the work that affects them under four pillars:

- Culturally safe organisation
- Culturally appropriate service delivery
- Positive partnerships
- Courageous voice for systems change.

We also celebrated completing our second Innovate RAP where we developed a Cultural Safety Framework reflecting our commitment to fostering inclusive and culturally safe workplaces, services, housing and communities.

We look forward to designing our Stretch RAP in the next financial year.



“Due to the nature of Government funding, contracts are often short term, and employees are therefore employed on maximum term contracts creating job insecurity and a higher than desirable staff turnover. We've made this a key focus, and whenever possible, we have transitioned employees to permanent roles”

**- Kath Power, General Manager  
HR Services and Resourcing**



## Enabling our people

**At Mission Australia, we are committed to supporting both the people we serve and our staff to thrive. In the past year, we maintained our 86% staff engagement score.**

**We also focused on staff retention, cutting turnover by 16% to 20%\*. Strategies for improving turnover included moving more than 480 employees to permanent contracts for better job security.**

In 2024, our gender pay gap is 3.3%, down from 4% in 2023. We are working to close the gap completely.

We are fostering a workplace culture that embraces flexibility, diversity and inclusivity.

New employee benefits now include:

- New revamped Employee Assistance Program
- Extra Mission Australia Anniversary Day leave
- Mission Australia Rewards program
- Servant Leadership training
- Global Leadership Summit attendance
- New leadership training and audiobook access.

\* This compares to AON Community Services Benchmark which is a combined result of 101 peer organisations from the sector. The AON Benchmark is currently 24%.



"The strength of this partnership lies in combining our bank's commitment to financial inclusion and climate action, with Mission Australia's expertise and experience as one of the country's largest community housing providers"



**- Paul Lewis,  
CEO Great Southern Bank**

## Sustainable organisation

**Reflected in our 20-25 Strategy, Mission Australia acknowledges the disproportionate impact of climate change on vulnerable people in Australia, including those we assist. By late 2023, we developed our first Climate and Environmental Sustainability Strategy, a two-year initiative aimed at reducing our ecological footprint and enhancing climate resilience which will guide our efforts in the coming years.**

This year, we also partnered with Great Southern Bank to implement energy and water efficiency upgrades in some of our older community homes

to help tenants save money on utility bills and feel more comfortable in their homes.

The first homes upgraded in Forster, NSW show initial savings of an average of \$125 per quarter per bill. This partnership is improving the wellbeing of our tenants while also reducing greenhouse emissions.

Learn more:



## A space to heal and help others

**Before life in a wheelchair, Connor, 35, spent his days working as a mechanic and loved it. He was passionate about the trade, but his knowledge and skills felt wasted in a wheelchair.**

Turning to gardening has been a therapeutic outlet for Connor, a Mission Australia Housing tenant. Connor now spends a large portion of his days in the community garden at the Mission Australia Centre (MAC) in Coffs Harbour, enjoying his newfound passion. "I just truly love the community garden. It's been my happy place," says Connor.

Spending his days volunteering, Connor helps the community by growing fresh produce and native food. His mechanic skills have even come in handy in the garden. "I've used my worldly knowledge to help residents cultivate their food better," he explains.

Connor credits the community garden for giving him an outlet. "Coming here and participating keeps me alive," he shares. Beyond gardening, Connor connects with tenants by lending a listening ear. "I help, just by listening," he adds.

Grateful for his accessible and affordable home and the support of Mission Australia, Connor reflects, **"I've found a new lease on life, a new way to walk."**

**For him, the garden is more than just a place to grow — it's a space to belong.**



# Financial highlights

**Thanks to your support, together we helped 160,520 people move towards independence, and our commitment to this vital work has never been stronger.**

In the Financial Year, 89% of our revenue went straight back into delivering services that assisted vulnerable people across Australia. We're proud to invest the other 11% into ensuring a sustainable, well-governed organisation, adding value through quality, safe, evidence-based services, and being a courageous voice for people in need.



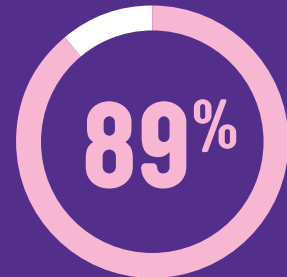
**370.6m**

**Total operating  
revenue**



**369.3m**

**Total operating  
expense**



**of income went back  
into services last year**

**Read our full  
financial report**



# With gratitude

**Thank you for making  
our work and this impact  
possible, for being by our  
side, and for helping us  
finish 2024 strong.**



Coates

Corella Fund

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Foundation



MinterEllison.



REGAL  
FOUNDATION

SIR  
david martin  
FOUNDATION

See the full list  
of supporters



"We would particularly like to acknowledge our long-term partnership with Sir David Martin Foundation (SDMF).

From 1 July 2024 Mission Australia no longer serves as Trustee of the SDMF and the Foundation is now an independent company limited by guarantee.

SDMF remains committed to supporting Mission Australia.

We look forward to continuing the strong partnership and thank SDMF for their unwavering support of Mission Australia over the years."

- Ian Hammond, Chairman

Thank you

for making our life-changing work possible and helping us finish 2024 strong. We look forward to your continued support in 2025.

## Stand with us

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

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