

# OUR STRATEGY 2030

**MISSION AUSTRALIA**

Together, building hope  
and possibility for all



# WELCOME



**For more than 165 years, Mission Australia's work has been guided by our founding purpose: Inspired by Jesus Christ, Mission Australia exists to meet human need and to spread the knowledge of the love of God.**

As one of Australia's largest and most trusted community services and housing charities, we remain true to this purpose while responding to the evolving and diverse needs of the people we serve.

Our bold five-year plan, **Strategy 2030**, focuses on three strategic directions: **greater impact, safe, secure homes**, and **empowering change**. From July 2025 to June 2030, we'll focus on these areas — directing our energy to where we can grow, improve and invest to

make the greatest difference in people's lives.

**Strategy 2030 will guide our efforts to deliver more safe, secure homes, expand our impact and strengthen our organisation to meet human need in Australia.**

As need grows across the country — from rising inequality and poverty to mental health challenges, homelessness, and a deepening housing emergency — we'll focus on early and targeted support, delivering service excellence, growth in social and affordable homes with support available as needed, and building stronger communities.

To achieve this, we're strengthening Mission Australia's foundations by supporting our people and organisation

— ensuring we remain resilient, inclusive and future-ready, with exceptional leadership and a courageous voice advocating for a fairer nation.

Shaped by insights from our people and those we serve, and powered by more than 2,500 dedicated staff and 1,000 volunteers, **Strategy 2030** honours our legacy while boldly looking ahead.

**Together, we're building hope and possibility for all.**

**Ian Hammond**, Chair

**Sharon Callister**, CEO

## Acknowledgement of Country

We acknowledge the traditional custodians of this Country, and we pay our respects to Elders past and present for they hold the memories, the culture and dreams of Aboriginal and Torres Strait Islander peoples.

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 our future leaders.





**Founding purpose**

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

**Vision**

Together, building hope and possibility for all.

**Values**

Compassion | Integrity | Respect | Perseverance | Celebration



# STRATEGY 2030

**Strategy 2030 will help us deliver more safe, secure homes, expand our impact and strengthen our organisation to meet human need in Australia.**





## OUR THREE STRATEGIC DIRECTIONS



### GREATER IMPACT

- Service excellence
- Early intervention and prevention
- Targeted investment

## STRATEGY 2030



### EMPOWERING CHANGE

- Supporting our people
- Sustainable and agile organisation
- Evidence and courageous voice for change



### SAFE, SECURE HOMES

- 10,000 homes
- Supported housing
- Better outcomes



# Strategic Direction 1: **Greater impact**

Mission Australia is committed to expanding our impact and making a real difference in people's lives. **We want every service, home, partnership and action to lead to better outcomes that last**, so the people we serve have what they seek to lead their best life.

Under this Strategic Direction, **we'll focus where we can make the biggest difference** - where our skills, experience and evidence show we're most effective.

We'll grow early intervention and prevention services, and deliver service excellence organisation-wide. **By focusing investment where we're needed most, we'll help build stronger, more resilient communities.**



## Focus Area 1: Deliver service excellence across all our program pillars

We'll ensure service excellence in all we do, based on three core strengths identified by staff and the people who use our services as making the biggest impact on people's lives:

**Relational support** – Prioritising connection, trust and collaboration to ensure people feel valued and heard throughout their journey with us.

**Strategic partnerships** – Collaborating with values-aligned organisations, businesses, government agencies and community groups to amplify impact and drive meaningful outcomes.

**Stronger communities** – Engaging deeply in the communities we serve, supporting connection, resilience and opportunity for all.

## Focus Area 2: Expand early intervention and prevention services

Mission Australia will deepen and expand our early intervention and prevention efforts. Intervening early to prevent crises is key to achieving the best outcomes for the people we work with.

Over this Strategy period, we will:

- Expand services for people at risk of homelessness and prevent homelessness through targeted supports.
- Build on our existing work with children and young people in the prevention space, as engaging early in a child's life can positively change their course.

## Focus Area 3: Targeted investment for community impact

To increase our presence and engagement in communities, Mission Australia will identify and invest in key regions, expand our Community Chaplaincy program, and strengthen our Communities of Focus initiative.

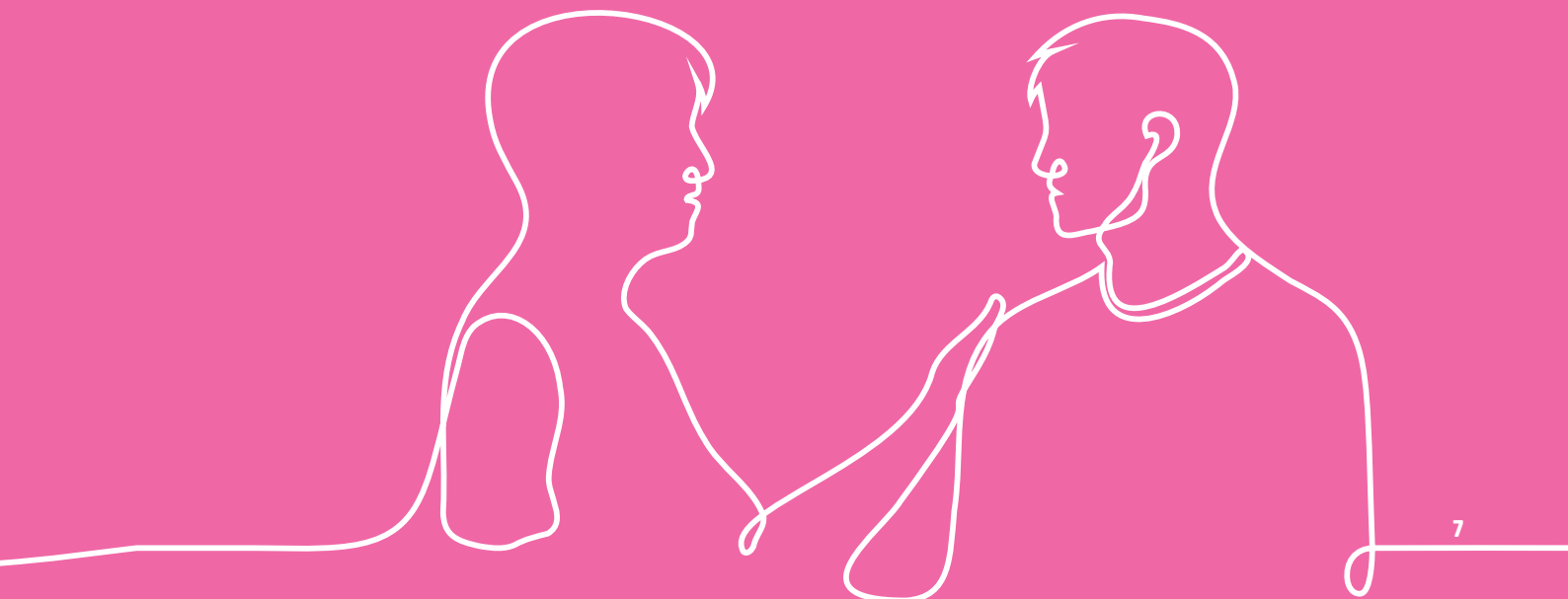
Through capital investment, organic growth and place-based approaches, we aim to better support individuals and communities experiencing disadvantage.

**Targeted Growth Locations** – Identify and deepen our contribution in five key regions where we can

strengthen our impact through capital investment and growth in services.

**Expanding Community Chaplaincy** – Broaden the reach and effectiveness of our Community Chaplaincy program to provide holistic, compassionate support in the places we work.

**Enhancing Communities of Focus** – Refine our flagship Communities of Focus initiative, enhancing community leadership in place-based approaches to see lasting positive change and better outcomes.





## Strategic Direction 2: **Safe, secure homes**

At Mission Australia, **we believe a safe, secure home is the foundation for a person's wellbeing.**

Our safe, secure homes Strategic Direction is dedicated to expanding access to social and affordable housing, increasing supported housing options, and integrating support services that **help people sustain tenancies and build brighter futures.**

Through safe, secure homes, **we are committed to working alongside individuals, families and communities** to break the cycle of homelessness, **ensuring that every person has a place to call home** and the support they seek to lead their best life.





## Focus Area 4: Grow housing scale and quality to achieve 10,000 homes target

This Focus Area aims to double our community housing portfolio to 10,000 homes during the Strategy period by leveraging significant new government investment in social and affordable housing - an opportunity not seen in decades.

We intend for our housing growth plan to include new, high-quality and well-designed homes for individuals and families on very low to moderate incomes.

## Focus Area 5: Deliver 5 new supported housing programs/facilities

In Focus Area 5, we are delivering more tailored housing that supports the unique needs of people and the different stages of their life.

This might involve shorter-term solutions for young people who are facing homelessness, or more enduring and even permanent options for people who need it, such as those who live in our specialist residential aged care services.

Throughout the Strategy period, we will increase the availability of supported housing facilities for

those who need this extra support.

Our focus will include:

- Young people facing homelessness
- Long-term supportive housing for people with complex needs including specialist residential aged care for people with histories of, or who are at risk of, homelessness.

## Focus Area 6: Invest to drive better individual and community outcomes

Evidence shows that assisting people to remain living in their home is the most effective way for society to prevent homelessness.

Under this Focus Area, Mission Australia will invest in specific work with our tenants to support them to stay housed and address the challenges that put their tenancy at risk. This includes early

intervention, personalised case management and multi-disciplinary support for needs like financial stress, mental illness and unemployment.

We're also strengthening community development and tenant engagement work in our housing neighbourhoods to foster connection, tenant harmony and long-term housing stability.



# Strategic Direction 3: **Empowering change**

Under the Strategic Direction empowering change we are committed to fostering **a resilient, high-performing and forward-thinking organisation.**

We will cultivate leadership excellence, continue to build a stronger organisation through our **new environmental, social and governance strategies and enhance our digital capabilities.**

We will use our **courageous voice to advocate for better outcomes** for people facing disadvantage, championing through evidence the change needed to create a fairer nation.





## Focus Area 7: Supporting our people

Our dedicated and passionate staff are the **driving force** behind Mission Australia's work.

In Focus Area 7, we will **foster leadership excellence, prioritise a people-first approach and embed a culture of continuous improvement.**

By reducing administrative burdens on staff, we aim to free them up to spend more time with the people we serve.

## Focus Area 8: Sustainable and agile organisation

Under the Focus Area of a sustainable and agile organisation, we are committed to building a **resilient, future-focused organisation** that enables sustainable growth and long-term impact.

A key focus will be advancing a more comprehensive approach to Environmental, Social and Governance (ESG) strategies by 2030. We will strengthen our ethical, sustainable and inclusive practices which will include an organisational ambition to be net zero by 2050.

Mission Australia will deliver on our aspirations for our Aboriginal and Torres Strait Islander Strategy

including our new Stretch Reconciliation Action Plan (RAP). We commit to being a culturally safe organisation and advocate for self-determination for Aboriginal and Torres Strait Islander peoples.

Additionally, we will develop and implement a Strategic Digital and Technology Plan that enhances operational efficiency, harnesses progressive technology and ensures all stakeholders are effectively supported.

Together, these initiatives will reinforce our organisational strength, equipping us to navigate challenges and drive meaningful, lasting change.

## Focus Area 9: Using our evidence and courageous voice for change

Under this Focus Area, we are committed to creating ambitious and meaningful impact through data-driven insights and bold advocacy for a fairer nation.

By developing **new ways of measuring and sharing our learnings**, we will ensure our work is transparent, effective and continuously improving.

Mission Australia will continue to **implement a comprehensive, organisation-wide advocacy and government relations approach** to influence policy and drive systemic change.

By combining evidence with a courageous voice, we will advocate for better outcomes for the people and communities experiencing disadvantage.

# OUR WORK

**We welcome and work alongside people and communities who seek our support. We meet them where they are, focusing on their strengths and working together to provide support when going through tough times, so they can lead their best life.**



## We do that through our Program Pillars:

### Housing and homelessness

*Outcome: Safe, secure and affordable homes for all*



**What we do:** Everyone should have a safe, secure and affordable home as a foundation for wellbeing and opportunity. We work with people who are experiencing or at risk of homelessness, helping them find and maintain stable housing with tailored support.

We work towards ending homelessness through our homelessness services, specialist aged care, youth and other supported housing, and social and affordable homes managed by our Tier 1 Community Housing Provider, Mission Australia Housing.

**What we advocate for:** Build more social and affordable homes and invest in homelessness prevention to help end homelessness in Australia.

### Children, young people and families

*Outcome: Safe, resilient and thriving families, children and young people*



**What we do:** Every child, young person and family deserves the support, stability and safety they need to overcome adversity and build a better future. We provide services such as child and family support, youth services, domestic violence prevention and response, youth diversion, and early intervention programs. By working alongside children, young people and families, we help them build resilience, develop essential skills, and create a foundation for fulfilling, stable lives.

**What we advocate for:** Increased investment in early intervention and prevention services to better support young people, children and families facing hardship, challenges and homelessness.



## Mental health

**Outcome:** Improved mental health and wellbeing



**What we do:** Everyone deserves to feel heard and supported in their mental health journey. We meet people where they are, offering unconditional support to overcome mental health challenges. Our community-based mental health services complement clinical care.

We focus on healing, resilience, and providing a safe, supportive space to help people strengthen their mental health and wellbeing, so they can lead thriving lives.

**What we advocate for:** Expand and replicate programs that have strong positive outcomes for people experiencing mental health challenges.

## People with disability

**Outcome:** Inclusive communities and thriving lives



**What we do:** We believe people with disability should have the choice and control of, and access to, opportunities, support and community connections to lead their best lives. We work with people to connect them with the services they seek and collaborate with local groups and providers to create more inclusive, accessible and welcoming communities for all.

**What we advocate for:** Reform the disability support system so it is fair, sustainable and enables the agency of people with disability.

## Employment, financial support and community engagement

**Outcome:** Increased participation and stronger communities



**What we do:** Everyone should have the opportunity to participate fully in society and the communities they live in. We provide services that help people build skills, secure employment, and access emergency relief when facing hardship. We work with community leaders on place-based initiatives that build stronger, safer, inclusive and self-determining communities.

**What we advocate for:** Boost assistance so no one lives in poverty, create a fairer, more compassionate employment services system, and strengthen communities so they feel supported to lead the lasting positive changes they seek.

## Alcohol and other drugs

**Outcome:** Building healthier lives



**What we do:** Everyone should have access to the support they seek to manage substance misuse and build healthier lives. Through our residential rehabilitation, aftercare, and community-based programs, we work alongside people to help them reduce harm, improve wellbeing, manage their relationship with alcohol and other drugs, strengthen social networks, support safe withdrawal and continue their progress within their community.

**What we advocate for:** More services to support people struggling with the impacts of alcohol and other drug use.

# ABOUT US

## At Mission Australia, we believe in hope and possibility for all.

With more than 165 years of experience meeting human need, we are one of the largest and most trusted for-purpose community service and housing providers in the country.

As a national non-denominational Christian charity, our values of respect, compassion, integrity, perseverance and celebration are at the heart of all we do.

Every day, we deliver homelessness services, provide social and affordable housing, help families, children and young people thrive, improve mental health and wellbeing, support people

with disability, provide pathways to employment and financial stability, strengthen communities, offer alcohol and other drug support, and more.

Backed by our supporters, partners, funders and collaborators, we welcome and work alongside people and communities of all backgrounds, ages and beliefs who seek our support, providing excellent services and safe, secure homes that offer hope and lasting impact.

With our evidence and courageous voice, we advocate for a fairer nation and better outcomes for the people and communities we serve.

## Measuring our impact

Our Monitoring, Evaluation and Learning frameworks provide a systematic approach to measuring our impact and gathering evidence, so we can continuously improve our services, maintain transparency and accountability and advocate for evidence-based change.

Over the Strategy period, we will further evolve our impact measurement approach, to measure organisation-wide impact, against the following five domains:



**Stable  
housing**



**Health  
and  
wellbeing**



**Support  
and  
connection**



**Choice,  
control and  
independence**



**Stronger  
community**



# THANK YOU

**Strategy 2030 was shaped by the insights of hundreds of staff and people who access our services and live in our community homes.**

It will be brought to life by more than 2,500 dedicated staff and 1,000 volunteers. We are deeply grateful for everyone's commitment and contribution to our shared goals.

As we move forward with purpose, we honour those whose vision and compassion brought us this far.



## Support us

- ✓ **Donate now**
- ✓ **Make a regular gift**
- ✓ **Fundraise for us**
- ✓ **Leave a gift in your Will**
- ✓ **Partner with us**
- ✓ **Volunteer with us**
- ✓ **Engage your church**



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