

Mission Australia's 20-25 Strategy



20-25 Strategy



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.



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.



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.



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.

We stand together with Australians in need, for as long as they need us.

That's the power of US.

MISSION AUSTRALIA | together we stand



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What do we aim to achieve in this strategy period?

- **Support individuals to sustain tenancies:** Deliver more services to assist individuals to sustain tenancies, and implement strategies to achieve this in other Mission Australia services
- **Grow pathways out of homelessness:** Work with state governments to develop additional pathways out of homelessness including building Mission Australia delivered capacity
- **Achieve further economies of scale in Housing:** Grow units managed to 6,000+ by 2025 across 3-4 geographies while maintaining a high level of tenant satisfaction
- **Innovate our integrated model:** Prove impact of Tailored Support Coordination, further develop our integrated model, and establish collaborative working groups between Community and Housing Services
- **Influence homelessness policy changes:** Demonstrate a contribution to development of, agreement to and implementation of five or more solutions that improve systems to prevent or better respond to homelessness
- **Grow funding for social housing:** Influence decisions on funding levels, so the CHP sector has the capacity to develop new dwellings and refurbish existing stock
- **Grow aged care:** Develop strategy to grow targeted solutions for elderly individuals at risk of homelessness in response to need.



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What would it take?

- **Prioritise prevention:** Prioritise programs that work with individuals/families to sustain tenancies or reduce entries into homelessness
- **Housing First:** Ongoing commitment to Housing First approach across homelessness services
- **Target exit into stable housing:** MA will endeavour to ensure that everyone has stable housing when they leave any of our services
- **High quality social housing:** We will hold ourselves to the highest standard of tenancy management, maintenance, tenancy and community support
- **Courageously advocate for people experiencing homelessness or at risk of homelessness:** Engaging with government and raising public awareness on the unmet need and the need for scaled solutions.
- **Change perceptions:** Using our voice to change public perceptions of disadvantage to remove the stigma and highlight the diversity of those experiencing disadvantage.



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- **Commence 5 by 25:** Successfully commence the delivery of a Communities of Focus in five selected communities following engagement & co-design with communities of local initiative
- **Open community hubs:** Build/redevelop, or operate within existing community facilities, three further Mission Australia Centres with clear program logic
- **Strengthen communities:** Continue to integrate strengthening communities approaches in every location we operate, double the number of partnerships with community groups, and build community belonging
- **Partner with churches:** Double number of churches with whom we partner over the strategy period, with every applicable service connected to a local Church
- **Build an evidence base:** Measure indicators of change in the communities we work and share evidence with governments to shift stance on community coordination funding
- **Build local leaders:** Empower and develop Mission Australia's local service leaders and chaplains so they can lead systematic change in local areas.



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What would it take?

- **Adopt a place based approach:** Choosing geographic areas of disadvantage where we can partner with local people, community groups and churches to catalyse material change
- **Depth not breadth:** Favour depth in a handful of communities over breadth to multiply our impact
- **Build a portfolio for the long-term:** Pro-actively tender for a portfolio of local services to secure our long term involvement in the community
- **Investing in community infrastructure:** Physically invest through development of Mission Australia Centres to integrate services, and pro-actively tender for housing redevelopment / management contracts
- **Work with local Churches:** Mission Australia will work with local Churches and faith organisations
- **Demonstrate impact:** Develop local and long term measures in each community we select
- **Develop local people:** Build the capabilities of local leaders, chaplains and staff to meet the needs of the local community.



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What do we aim to achieve in this strategy period?

- **Shape our portfolio***: Increase the proportion of individuals assisted by Foundational Services by 10-15%
- **Increased proportion of early intervention services***: Shift balance of programs so proportion of individuals assisted by an early intervention service increases by 10-15%, with a focus on children and young people
- **Grow Alcohol and Other Drugs rehab beds**: Add a further 20 rehab beds across the new sites in Batemans Bay and Cairns
- **Pro-actively pursue commissioning approaches with government**: Entering into partnerships with departments to co-design new or improved program under a collaborative commissioning approach
- **Early and effective referrals**: Staff feel confident in making referrals
- **Measure our impact**: 100% of applicable services formally measuring impact, and the results informing business development and quality improvements
- **Cohort advocacy**: Courageously speak up for vulnerable cohorts such as young people, people with disabilities, people with mental illness, and Aboriginal and Torres Strait Islanders

* Targets to be confirmed following service classification review



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What would it take?

- **Focused business development:** Prioritise the foundational intervention service categories of Alcohol & Other Drugs, Mental Health and Children & Families and the associated evidence based delivery models
- **Early intervention:** An ambition to shift our service portfolio towards early intervention programs to improve the trajectories of people in at-risk groups
- **Advocate and serve young people:** Build on the success of the Youth Survey by being an advocate for young people across Australia and translate themes into implications for social services (including our own)
- **Provide wrap around support:** Strengthen referral pathways to deliver wrap around support for individuals and families with multiple needs
- **Championing new commissioning approaches:** Human services should be commissioned in way that that best meets needs based on evidence and incorporating input from practitioners and service users.



Driving excellence

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What do we aim to achieve in this strategy period?

- **Know our clients:** Client information, preferences and support needs captured in an approved CRM across all applicable services
- **Adopt digital tools:** Providing 3-4 digital tools to augment service delivery
- **Track client satisfaction:** New satisfaction and client feedback tool live across all applicable services
- **Complete longitudinal research:** Partner to do at least two longitudinal research projects with ex-service users
- **Maintain staff engagement:** Maintain engagement at 85% in annual people survey by working to improve local experience and results
- **Staff Performance:** All staff working towards agreed annual performance measures across the organisation
- **Lift staff attraction and retention:** To close all vacancies within 28 days and lift staff retention to 85% across the organisation net of program turnover
- **Share knowledge:** Publishing 5-6 Common Models and 2-3 sector related data reports, supported by 3-4 information sharing partnerships with aligned organisations
- **Live out the Operating Principles:** Ensure we operate in line with the Strategic Operating Principles



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What would it take?

- **Innovate with digital solutions:** Explore new technology to connect individuals into services, encourage positive behaviours and support clients through digital channels to increase our reach
- **Equip staff to serve clients:** Ensuring our staff can maximise time spent with clients and work safely
- **Equip staff with the tools they need:** So staff can effectively and efficiently complete their role activities
- **Support continuous learning:** Develop our existing staff through education and training programs
- **Workforce diversity:** Growing team diversity to better understand and serve our clients
- **Report our impact:** Publically track and report the long term impact of services to support evidence based program design and funding
- **Support sector knowledge sharing:** Publish service models and enter two-way information partnerships to improve service quality across the sector
- **Client participation:** Build capacity for client voice and a lived expertise workforce across the organisation.