



# Board Pack

Mission Australia  
Non-Executive Director

May 2024

**PRIVATE & CONFIDENTIAL**



## Context

Mission Australia (MA) is a non-denominational Christian community service organisation that has been helping people regain their independence for over 155 years. Throughout that time, MA's founding purpose has been expressed as 'Inspired by Jesus Christ, Mission Australia exists to meet human need and to spread the knowledge of the love of God'.

Our nationwide team, of almost 2,500 staff and around 1,100 volunteers, offers a wide range of solutions over the long term, including through early learning and youth services, extensive family support and homelessness initiatives, employment skills development, and the provision of affordable housing. Importantly, we're all guided by a single objective – to stand together with Australians in need, until they can stand for themselves.

The MA 2020-2025 strategic plan charts the strategic direction for MA's commitments and policy directions. MA services are delivered in partnership with federal, state and local governments and with a range of corporate and community organisations, to make a real difference to the well-being of Australians in need.

MA is continuing to develop the way it delivers services to individuals and communities through a well-connected, flexible and responsive service delivery model. This transition requires significant governance reform and strategic financial management.

Each year MA brings together a range of services for around 150,000 people around Australia who are economically and socially vulnerable in the community (including the homeless, the addicted, the abused, young people, families, Aboriginal and Torres Strait Islanders, the unemployed, people with disabilities, and the ageing).



# Mission Australia - Context

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## The challenge

- Mission Australia are seeking to identify two experienced, Christian Non-Executive Directors to join the Board in 2024.

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## Purpose

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

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## Vision

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

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## Goal

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

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## 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 work and 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, recognising them as they are and always 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



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



# Mission Australia – Operating Principles to guide how we deliver strategy

How we work is as important as what we do to live out our values. These guidelines apply to all our work:

## Putting the people we serve in the centre

- We will stand with the people and communities we serve on their path to independence.
- We will build on their strengths, by ensuring clients are in the centre of everything we do.
- We will go out of our way to listen and amplify our clients' voices to ensure their lived experience shapes the design of our programs and are heard by decision-makers.

## Working through collaboration

- We will work with communities when and where we are best placed to serve the community.
- Where another organisation is better placed to engage that community we will either offer to partner to share expertise, provide a specialist service or leave if we can not provide an additional contribution.

## Meeting people as they are

- We will create safe environments that are informed by understanding trauma and its impact.
- We will treat everyone with dignity and compassion and will respect a person's self-direction over their own life.
- We will persevere when people's journey isn't straight forward.

## Learning from evidence

- We will draw from a range of evidence types to inform and continuously improve our work so that we can deliver better outcomes for the people we work with.
- We will act on the outcomes of research to improve our services and share our learnings with others.

## Taking a long-term view

- We are committed to standing alongside people to help facilitate long-term and generational positive impact.
- We will have a courageous voice to advocate for whole of system change that will improve the lives of disadvantaged Australians.

## Valuing our people

- We recognise and value our people (staff and volunteers), their expertise and their contribution.
- We will equip and support our people and protect their wellbeing so they can thrive.
- We will attract passionate and capable people who can make a real difference in the community.
- We will support a culture of learning and our people to develop expertise in their field

## Being diverse and inclusive

- We serve on the basis of need, without discrimination, recognising and respecting diversity in individuals and communities.
- We will challenge bias and stereotypes.
- We will better understand and serve our clients through a diverse workforce.

## Committing to reconciliation

- We believe that Aboriginal and Torres Strait Islander people of this country should be restored to a place of equity, dignity and respect.
- We will foster a strengths based approach to empower Aboriginal and Torres Strait Islander people and communities to lead the work that affects them.

## Responding to the impact of climate change on Australians in need

- We recognise the effects of climate change impact acutely on the most vulnerable people in our society.
- We will help them build resilience to the effects of climate change and respond to natural disasters.
- We will strive to reduce Mission Australia's ecological footprint.



# SUMMARY OF THE YEAR 2022-23

TOGETHER,  
WE SUPPORTED

**149,096**

AUSTRALIANS  
ON THEIR  
JOURNEY  
TOWARDS  
INDEPENDENCE  
LAST YEAR



THIS WAS ACHIEVED THROUGH:

**2,464**

staff members



**463**

programs &  
services across Australia



**1,092**

volunteers



**31,015**

supporters



**86**

government &  
sector funding partners



**98**

partnerships



# 2022-23 IN FOCUS

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



**91%**  
of income went back  
into services last year

## Homelessness

**26,240**   
people assisted

## Alcohol & other drugs

**6,021**   
people assisted

## Employment, education & training

**19,402**   
people assisted

## Mental health recovery

**3,640**   
people assisted

## Housing

**6,688**   
people assisted

## Children & families

**21,709**   
people assisted

## Family & domestic violence

**1,681**   
people assisted

## Justice & corrections

**1,146**   
people assisted

## Aged care

**230**   
people assisted

## Community development

**20,553**   
people assisted

## Financial wellbeing

**6,381**   
people assisted

## NDIS

**35,054**   
people assisted

# FINANCIAL SUMMARY



**348.8m**

**Total operating  
revenue**



**339.5m**

**Total operating  
expenditure**



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



## Current Board

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### Ian Hammond - President And Chairman

BA (Hons), FCPA, FCA, FAICD

Ian was appointed Chairman of Mission Australia in November 2022 and has been a Director since 2016. He is a Director (and former Chair) of Mission Australia's Social Housing subsidiaries and a member (and former Chair) of the Board Audit and Risk Committee and a member of the Service Impact Committee. Ian is based in Sydney. Ian is Chairman of Quiz Worx Inc. and a Director of Suncorp Group Limited and Perpetual Limited. His previous Director roles have included Venues NSW (NSW Govt authority which manages Stadiums), Chris O'Brien Lifehouse (integrated Cancer Hospital in Sydney) and Citi's Australian retail bank. Previously, Ian 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.

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### Dr Robert Mitchell AM - Independent Director

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

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 Clinical Quality and Safety Committee. He is based in Melbourne. Bob is a 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.

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### Debra Stirling - Independent Director

BA, GAICD

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

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## Current Board

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### Nancy Fox AM - Independent Director

BA, JD Law, FAICD

Nancy was appointed as a Director of Mission Australia on 24 February 2021 and as Director and Chair of Mission Australia Housing, Mission Australia Housing Tasmania and Mission Australia Housing (Victoria) on 22 November 2022. She is a member of the People, Culture & Remuneration Committee. Nancy is based in Sydney. Nancy is a Director of Perpetual Ltd, Aspect Studios and is Chair of Perpetual Equity Investment Company and Deputy Chair of RFS Benevolent Fund. She is an experienced 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.

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### Elle Davidson - Independent Director

BTRP GradCert Indigenous Engagement GAICD MPIA

Elle was appointed as a Director of Mission Australia on 21 November 2022. Elle Davidson is a proud Balanggarra woman from the East Kimberley and has been a member of the Mission Australia Service Impact Committee since 2019. She is based on the Northern NSW Coast. Elle has worked in community engagement and the planning industry for more than a decade, with extensive experience working alongside First Nations Peoples. Elle previously held various roles at GHD, a global water, energy and urbanisation professional services company including as Indigenous Engagement Leader, Reconciliation Action Plan Coordinator and Stakeholder Engagement and Social Sustainability consultant. Elle currently serves as a Director of Zion Engagement and Planning, an Aboriginal consultancy services and training provider for built environment projects that engages with First Nations communities. Elle is also an Aboriginal Planning Lecturer at the University of Sydney.

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### Joanna White - Independent Director

BCom MBA GAICD

Joanna was appointed as a Director of Mission Australia on 21 November 2022 and is a member of the Mission Australia Board Audit & Risk Committee. She was appointed as a Director of Mission Australia Housing, Mission Australia Housing Tasmania and Mission Australia Housing (Victoria) on 14 August 2023. Joanna is based in Sydney. Joanna previously served as a Director and Chair of Opportunity International Australia. She was a Director of the Commonwealth Bank's employee superannuation fund and was Chair of the Investment Committee. She has also served as a Director and Vice-President of the YWCA NSW and as President of the Harvard Club of Australia. Joanna was most recently a Vice-President at Capgemini Invent and has held executive leadership roles at Westpac, Commonwealth Bank and NAB. She was a founder and CEO of The Australian Charities Fund (now Workplace Giving Australia).

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## Current Board



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### Jacqueline Kelly - Independent Director

BA MBA (Advanced) MAICD AIST

Jacqueline was appointed a Director of Mission Australia on 21 November 2022 and is a member of the Mission Australia Service Impact Committee. She is based in the Sunshine Coast. Jacqueline has extensive governance and executive experience across the not-for-profit, private and public enterprise sectors, including previous roles as a Director on the Board of UnitingCare Queensland and member of the Queensland State Advisory Council for the Committee for Economic Development of Australia. Her experience includes 15 years as chief executive of a significant aged care provider, disability, family and community services, and housing. Jacqueline also serves as a Trustee Director on the Board of Prime Super.

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# Mission Australia - CEO

## Sharon Callister

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Sharon was appointed Mission Australia's CEO in 2022. Adopting a servant-leadership style and with a strong strategic focus, Sharon is committed to Mission Australia's vision of an Australia where everyone has a safe home and can thrive.

She has extensive experience in the Christian not-for-profit sector and managing large community service organisations, particularly within the aged care and social services sectors.

Sharon holds a Graduate Diploma from the Australian Institute of Company Directors, a Master of Business Administration, a Bachelor's degree in Health Administration and is a Registered Nurse. Sharon currently worships at Sacred Heart Church Mona Vale.

# Governance

## Structure

The Board can comprise a total of up to 12 directors who must be independent and elected by Mission Australia's members. The Board currently has eight directors. Mission Australia seeks to appoint one or two Directors in 2024, in time for approval by members at the AGM in November.

## Composition

Mission Australia operates the following committees as standing committees of the Board:

- Audit and Risk Committee
- People, Culture and Remuneration Committee
- Service Impact Committee
- Clinical Quality and Safety Committee

Mission Australia also has a subsidiary Board, Mission Australia Housing, which incorporates further subsidiary structures

## Tenure

Directors must retire at each Annual General Meeting with those longest in office selected by rotation. They are eligible for re-election. Directors must retire after the age of 72, unless otherwise agreed.

## Board Meetings

Directors are expected to give diligent attention to Board matters, including attending and contributing at Board meetings and participating in one or more Board committees. The Board normally meets face-to-face 4 or 5 times per year in Sydney, and in short (1-2 hour) teleconference updates a further 5-6 times. There is usually also one or more site visits to MA operations around Australia. For the remainder of 2024 the schedule of Board commitments is:

Date	Meeting Format	Location
20 June	Board Meeting	Sydney HO
23 July	Teleconference	Via Teams
3 – 6 September	Away site visits	TBA
27 September	Teleconference	Via Team
28 October	Teleconference	Via Team
25 November	AGM	Sydney HO
26 November	Board Meeting	Sydney HO
10 December	Teleconference	Via Team

## Committee Meetings

In addition, Directors represented on Committees will also be required to attend Committee meetings. Each of the Committees typically meets 3-4 times per year, and where possible these are scheduled immediately prior or following Board meetings.

## Remuneration



Directors serve on a voluntary basis and do not receive remuneration; however, reimbursement is made for reasonable expenses directly related to Board activities. You may need to travel from time-to-time and all airline bookings and related matters will be coordinated by Mission Australia. Any expenses incurred in attending meetings or other relevant expenses will be reimbursed.

# The opportunity – Non-Executive Director

Directors have a special opportunity to contribute to the work and life of Mission Australia. We seek directors whose background, qualifications, and experience will be of great assistance. Being a board member can be challenging at times, but it is also most rewarding to serve Mission Australia and help it achieve its Founding Purpose: Inspired by Jesus Christ, Mission Australia exists to meet human need and to spread the knowledge of the love of God.

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## Background Experience

- Strong commercial acumen is a must
- Skills and experience in these areas strongly preferred:
  - Accounting or Finance, with CPA/CA
  - Legal qualifications incl. commercial experience
  - Social and Affordable housing
  - Community services (homelessness, drugs & alcohol, disability, family violence, aged care etc)
  - Property and Construction
  - Indigenous Affairs
- Audit/Risk expertise highly desirable
- Exposure to philanthropy ideal
- Experience with government sector valued

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## Non-Executive Experience:

- Several+ years of Board experience with listed companies
- Promotes collaboration
- Comfortable raising strategic issues
- Ability to provide counsel/advice on operational matters

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## Other

- Must meet all federal and state compliance requirements, including Working With Children Check, Queensland Blue Card etc.
  - Willingness to travel for meetings as required
  - Preparedness to join or commit to committee work as required
  - Willingness to attend functions and events outside of business hours
  - Can devote the time to Board responsibilities
  - Based in either Queensland, Tasmania, WA, NT or SA a plus.
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# Key selection criteria – Non-Executive Director

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## Critical Experience:

- Has had prior experience working at a Board level and has operated at a senior executive level
- Strong commercial experience and acumen
- Contributes to the shaping of organisational strategy by raising strategic issues. Assists in its implementation by providing relevant advice and counsel
- Open to being challenged and willing to participate in robust and rigorous debate to arrive at new solutions
- Strong personal network that can work to the benefit of the Mission Australia cause
- Highly commercial, willing to appropriately challenge the status quo, drawing on personal experiences to suggest improvements or alternative approaches
- Understands how to develop and shape organisational culture

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## Personal Style and Fit:

- Strong Christian belief
- Must be passionate about the not-for-profit sector, and giving back to the community
- Humble and self-aware
- High integrity/ethics/values
- Enhances strong teamwork and promotes collaboration
- Has appropriate capacity and time for Board responsibilities
- Clear alignment with MA Founding Purpose



## Further information

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Website

<https://www.missionaustralia.com.au/>

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Annual Report

<https://www.missionaustralia.com.au/annual-report-2023>

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Strategic Plan

[2020 – 2025 Strategy](#)

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Governance Framework

<https://www.missionaustralia.com.au/about-us/governance>

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Board Charter

[https://www.missionaustralia.com.au/images/2.05\\_MA\\_Board\\_Charter\\_-\\_Feb\\_24.pdf](https://www.missionaustralia.com.au/images/2.05_MA_Board_Charter_-_Feb_24.pdf)

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Constitution

[Mission Australia Constitution](#)

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For more information



**For all enquiries please contact**  
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