



# ANNUAL REPORT

2019/20





# INTRODUCTION

**For more than one hundred and sixty years** City Mission has been there, providing care and assistance to those who are most vulnerable in our community. Through our work we continue to transform the personal stories of those suffering hardship into stories of true hope as they build resilience and overcome social disadvantage.

The past year has been one of challenge and change as we have pursued our vision of **'Transforming lives, communities and futures in the name of Jesus'**. As you browse through these pages you will read about the impact City Mission is having on communities across Northern Tasmania. People of all walks of life and all ages are finding help, friendship and a better way through life as City Mission meets community and human need and spreads the love of God.

# INSIDE

Introduction	1
Our Year in Review	2
Our Current Board	4
Our Leadership Team	4
Drug & Alcohol Services	7
Crisis Accommodation	9
Community Assistance & Programs	10
Youth & Children's Services	18
Social Enterprise Operations	20
Marketing & Fundraising	21
People & Culture	22
Supporters & Partnerships	23
Financial Summary	24

\*Some of the names of people in our stories have been changed and stock photos used to protect their privacy.

## OUR MISSION

---

City Mission exists to meet the Physical, Emotional, Social and Spiritual needs of the people of our community; to demonstrate God's love in action.

## OUR VISION

---

Transforming lives, communities and futures in the name of Jesus.

## OUR CORE VALUES

---

**FAITH** We have confidence that ethical actions will bring good results.

**JUSTICE** We take responsibility to uphold what is pure, right and true.

**COMPASSION** We invest whatever is necessary to heal the hurts of others.

**FLEXIBILITY** We are attentive and responsive to the changing needs in our community.

**ENTHUSIASM** We work with passion and commitment to achieve our goals.

## OUR YEAR IN REVIEW

---

As we all know so well now the 2019-20 financial year comprised great highs and lows. Our State was recording lower employment rates, record tourism numbers and the highest levels of business confidence in the nation. We escaped the worst of the bushfires but not the COVID-19 pandemic. That said, we closed down the State and then progressively re-opened with a focus on attempting to maintain a zero active case list so as many parts of our economic, social and family lives could resume.

The progress of City Mission mirrored these trends. We were following through on our vision and plans to meet as many of the physical, emotional, social and spiritual needs of people in our community as possible, through transforming lives, communities and futures in the name of Jesus. But by the last days of March we had closed all our social enterprise operations and reduced or transferred online those services caring for children, youth, and other community programs for our most vulnerable people. Our services to the homeless and those in crisis continued as did other essential services in alcohol and drug rehabilitation, emergency relief and emergency accommodation.

Within days of standing down over 70 employees and many more volunteers, the Federal Government announced the JobSeeker supplement and the JobKeeper support programs. There was also targeted assistance from other government departments to boost emergency relief capability. This lifeline provided by government supported the operations of City Mission during the last quarter of the year when we recorded significantly reduced trading income.

When we were able to restart social enterprise, adhering to new health work and safety plans, the public was incredibly supportive. Due to a combination of some timely refurbishing of our retail shops during the lockdown, the distribution of a backlog of donated items, and the grace of God, the shops opening in June traded at almost pre-COVID levels. These factors contributed to an above-forecast surplus for the 2020 year, which will enable us to move forward with increased support for Tasmanians living in the northern half of the State.

One of our values is flexibility and we want to pay credit to the staff and volunteers of City Mission who exhibited incredible flexibility and grace to be stood down, then re-instated on changed working arrangements as we gradually re-opened services and businesses closed in accordance with State restrictions and public health advice. There were other roles that became redundant during the reconstruction of services and the workforce engaged to provide them. To those people we

offer our sincere thanks for the years of service to City Mission.

We also had some resignations and we want to make special mention of Mrs Teenette Van Dyk, who was the inspirational leader of Inside Out 4 Kids paving the way for the expansion of this early intervention support service for children experiencing trauma, grief, loss and anxiety. Following the commitment of new financial support from Tas Community Fund, the service will commence in the North-West region of our state in September 2020. We also paid tribute and farewelled Mr Greg Howell, who relocated to Queensland with his wife Sandy following over eight years of service in our social enterprise division.

Amid the constant change caused by the COVID-19 pandemic, progress was made with existing and new services and capital projects including:

- The completion of the 37 Frederick St renovation project forming Stage 1 of the development of the Launceston Community Services Precinct, a City Mission initiative to co-locate aligned



service providers in the CBD for the benefit of our combined service users.

- Progress with the planning for the renovation of the Avalon Estate, Killafaddy Road as an alternative education and youth training centre.
- Relocation of Serenity House short-term residential alcohol and drug service to expand beds and improve outcomes
- Service improvements in workforce development, learning management systems and future growth idea development

We want to make special mention of the support of the State Government Housing Department to open a new service for the homeless in Launceston during June. We particularly thank our Operations Manager Ray Green who lead the implementation of this Safe Space Launceston service which included the transfer of existing staff and recruitment of 12-14 new employees. This involved liaison with our consortium partners Hobart City Mission and



the Salvation Army.

One of our key challenges is to engage with a (hopefully) returning volunteer workforce. We continue to pray for people within our community to consider donating some time to assist us across a range of work activities.

We thank the Board for their governance, encouragement and prayers. The word came at the start of this year, in accordance with Isaiah 61, that we will rebuild (establish families), ancient ruins and restore places long devastated. Despite over 165 years of service we consider this work has now only just begun. As people rebuild their lives in the coming years we will continue to demonstrate God's love in action.

It says in Proverbs 11:10a, "When it goes well with the righteous, the city rejoices". We are praying and believing that as it goes well with City Mission, and our supporters and workers, everyone in the city can be blessed and find hope and purpose throughout their lives.



# OUR CURRENT BOARD



**TIM HOLDER**  
CHAIRMAN



**JO-ANNE FEARMAN**  
DEPUTY CHAIR



**MICHAEL HARVEY**  
TREASURER



**GEORGE ELKHAIR**  
SECRETARY



**PAUL ARNOLD**  
DIRECTOR



**KRISTIE MISDOM**  
DIRECTOR



**ROYCE ALDRED**  
DIRECTOR

# OUR LEADERSHIP TEAM



**STEPHEN BROWN**  
CHIEF EXECUTIVE  
OFFICER



**PETER FREAK**  
GENERAL MANAGER  
SOCIAL ENTERPRISE



**KATRINA FISHER**  
CHIEF FINANCIAL OFFICER



**STEPHEN HILL**  
OPERATIONS MANAGER  
AOD AND HOUSING



**BERNADETTE JONES**  
MANAGER PEOPLE & CULTURE



**RAFAEL DEMARCHI**  
MARKETING AND  
FUNDRAISING MANAGER



**JACQUELINE DE JONGE**  
OPERATIONS MANAGER  
YOUTH & CHILDREN



**RAY GREEN**  
OPERATIONS MANAGER  
COMMUNITY PROGRAMS



**JOHN CLEMENTS**  
BUSINESS & STRATEGY  
MANAGER











# DRUG & ALCOHOL SERVICES

## MISSIONDALE

*Helping people overcome addiction in the North.*

### About

Clients at Missiondale are given a homely space to recover on the 25-acre rural property near Evandale, Tasmania. The 34-bed facility offers programs ranging from 2–6 months, working through a number of recovery stages at the client's pace. They are encouraged to embrace the community as their support network, enjoying shared living spaces and participation in a wide range of activities including cooking, building and grounds maintenance, art, cleaning and working in the organic garden (Garden of Hope).

### In this financial year

Missiondale's change of leadership was one of the most significant changes in the service's recent history. Rob and Anne Koops are pursuing other roles within the organisation, with Narelle Howell stepping up into the management role.

The pathways people usually follow to access support became more complicated during the COVID-19 pandemic. There was a drop in referrals during April and May, followed by a steady rise in June. The primary substances of concern were alcohol (54%), methamphetamine (32%) and cannabis (10%).

## KEY OUTCOMES

- 122 clients (60% men, 40% women).
- New roof and insulation installed in part of the men's living quarters.
- 190 stages of the program completed by participants.

### CLIENT STORY

*A resident who recently exited the program is close to obtaining his driver's licence. He has started a certified personal trainer course, attended external support programs and is keen to volunteer at a Mission Shop. He is goals-focused and determined to achieve in a life no longer dependant on substances.*

## SMART RECOVERY

*A program for changing problem behaviours.*

### About

SMART Recovery (Self-Management and Recovery Training) is a friendly and safe environment for meaningful change. The program is a vehicle for identifying and changing problem behaviours including everything from drugs, alcohol and gambling to food disorders and internet use. Cognitive behaviour therapy and motivational tools and techniques are used to find practical solutions and celebration-worthy outcomes.

## SERENITY HOUSE

*Helping people overcome addiction in the North-West.*

### About

Serenity House gives women and men a clean break from the effects of substance misuse. Located at Sulphur Creek in North-West Tasmania, it is a safe place for people to sober-up, addressing risk of harm to self and others in a communal living format with the support and supervision of wonderful, qualified and caring staff. The non-structured service gives the chance for refreshing and to establish stability. Counselling,

referrals and follow-up support is available when requested, and Serenity House is also used as a pathway out of medical or other monitored detox programs to long-term rehabilitation or back to the individual's home.

Serenity House oversees the Time-out and Place of Safety programs in the North-West. Time-out is short-term rehab for men and women to break the cycle of substance abuse. Place of Safety is the legislated alternative to detention for police to bring an intoxicated person. They are then monitored until sober and offered further support as needed.



### In this financial year

The impact of COVID-19 on Serenity House's residential services was significant. Introducing restrictions to safeguard clients and staff was complicated given the building's age, size and layout. The lockdown of the North-West Coast also impacted the service's ability to deliver support. The positive outcomes, despite difficult circumstances, are a credit to the team's flexibility, diligence, energy and compassion for the people it supports.

The contrasting months of March and April highlight the challenges. Both provided record numbers, with March recording the highest occupancy level in a single month, and April, the lowest. Eight-bed capacity was reduced to five for the month due to physical distance guidelines. The primary substances of concern were methamphetamines (51%), cannabis (22%) and alcohol (16%).

While referrals have increased since then, the service delivery by external agencies continues to be a challenge for people coming into Serenity House. With funding from the Federal Government, received in

the 2019/2020 financial year, the service will soon be relocating and expanding to meet the increased demand and will better facilitate the new restrictions.

### KEY OUTCOMES

- 177 people supported in Time-out.
- 23 episodes of Place of Safety/ Sobering Up.

### CLIENT TESTIMONIAL

*"During my two-week stay at Serenity house, I found the staff to be very pleasant, educated and supportive. They helped me refocus, (develop) new behaviours, attitudes and knowledge to help me manage my addiction. The team members at Serenity House have a great balance of personalities, knowledge and understanding. I could not fault anything about my stay. Thank you all very much as this has got my life back on track."*



# CRISIS ACCOMMODATION

## ORANA HOUSE

*Accommodation for men facing hardship.*

### About

Orana House in Launceston offers crisis and long-term accommodation for men over 21. Crisis accommodation is also available for fathers and couples with children.

Residents of Orana House receive three meals a day and access to shared facilities including games room, laundry and quiet reading room. Access to and from the property is fully monitored by staff for residents' safety, and a bus stop at the front of the property enables easy travel to the CBD and surrounds.

### In this financial year

It's hard not to consider the impact of COVID-19 when reviewing the past year. The beginning of restrictions at the end of March alongside stimulus payments, increased brokerage and cheap accommodation options led to the overall number of referrals dropping significantly. The Orana House occupancy level was

maintained at a reasonable level. However, use of the overnight bed and the number of people requesting support was the lowest in nine years.

COVID-19 restrictions and support in the community have demonstrated that, by increasing people's income, having a range of affordable housing options available and more private rental properties removed from short stay accommodation websites, the pressure on the housing and homelessness sector is reduced. People have had the means and access to longer term, safe tenancies. Some food for thought as we move forward, supporting the government's Affordable Housing Strategy.

### CLIENT TESTIMONIAL

*"Orana helped me when I had nowhere else to go. I'm moving to my own place now."*

## KEY OUTCOMES

- 6,465 bed nights provided.
- 395 individuals supported.
- 781 unassisted requests for accommodation, an average of 65 per month (31 in April, 22 in May).
- Raised awareness of couch surfing levels in the community during Homelessness Awareness Week, August 2019, alongside Catholic Care and Anglicare.

## SAFE SPACE LAUNCESTON

*A safe place to sleep for Launceston's homeless.*

### About

Safe Space Launceston is a partnership with Hobart City Mission and the Salvation Army, providing a dedicated, 24/7 facility for rough sleepers in Launceston. The 12-bed facility (limited to 25 clients during the day) has responded to heightened need due to the COVID-19 pandemic.



# COMMUNITY ASSISTANCE & PROGRAMS

## EMERGENCY RELIEF ASSISTANCE

*Helping people in financial hardship.*

### About

People living in Launceston and the North-West experiencing financial hardship and who are unable to meet basic living costs are encouraged to make use of this assistance. Caseworkers assess the individual or family's unique situation and help with relief packages, advocacy with electricity and phone bills, emergency fuel or transport needs and referrals. Packages include food parcels, food vouchers, personal hygiene products and bill payments for essential services.

City Mission case workers can also provide help to access medical advice, purchase medications or provide vouchers for furniture, household goods and clothing depending on the person's circumstance. By working closely with other emergency relief agencies, City Mission aims to help as many people as possible.

### In this financial year

Emergency relief has been provided to hundreds of families and individuals throughout the past year. The service has been a lifeline to many who have unexpectedly struck poverty. December 2019 alone saw City Mission undertake 341 appointments across both sites with families and individuals in need of material aid. Most of the aid in the lead-up to Christmas was for families who were struggling financially.

When COVID-19 hit Tasmania, many lost their jobs. The elderly and those with respiratory conditions were unable to venture out. For some, the simple task of buying groceries was a challenge due to the risk of becoming infected.

City Mission saw a high number of people retrenched due to businesses closing. The worst hit was hotel accommodation, retail and restaurants. Those working in these roles were primarily casual and had no sick leave or holiday pay to fall back on.

Fortunately, the Tasmanian community rallied behind City Mission and we were able to provide material aid 688 times to individuals and families during the first three months of the pandemic (from March 1, 2020). Of those 688 appointments, over 130 were first-time users of the service

### KEY OUTCOMES

- **2,962 appointments (308 in the North-West and 2,564 in the North).**
- **126 new clients in the North-West and 349 new clients in the North.**
- **Over \$238,300 in support provided in the North and North-West (for client bills, material goods and food provision).**
- **414 referrals for additional support through internal and external services.**

### CLIENT STORY

*Mani has been a client of City Mission Family Services for a little over a year. Mani is on a working Visa. He came to Australia to commence a full-time job in hospitality. However, over a period his hours waned and Mani found himself unable to support his family. Like many migrants, Mani is not eligible for any Centrelink or Family Tax payments for his son.*

*With the inception of COVID-19, the place where Mani was working closed. Mani has been able to find a casual job, but this is not even enough to cover rent and health insurance. Mani is not eligible for Medicare and therefore needs medical insurance to see a doctor. Family Services has been providing ongoing material aid for Mani and his family, as well as referrals to other support agencies who have been resourced to work with Temporary Visa Holders.*



## NORTH-WEST OUTREACH

*Overseeing help to the North-West.*

### About

North-West Outreach incorporates Emergency Relief, City Kitchen, Mission2aFuture and Trailer Outreaches. These include Kommunity Kids, Chaplaincy Outreach, Client Support Services and Community Development.

### In this financial year

The services in Burnie have grown substantially over the past eight months, now with two chaplains and six assistant chaplains. A lot of changes occurred to our services, especially through the COVID-19 pandemic, which saw the need for City Kitchen to be redesigned and operate for four days a week from Burnie and accommodate a full delivery service across the North-West.

The chaplaincy outreach team was able to connect with clients right across the Coast through our outreach volunteer chaplains and during last year they supported 406 clients. Unfortunately,

trailer services had to be suspended due to COVID-19.

### KEY OUTCOMES

- Emergency Relief services opened.
- 1,337 clients supported.

## CITY KITCHEN

*Burnie and Wynyard help hub.*

### About

City Kitchen is a safe, warm and inviting place for anyone in need of food and friendship. Free meals are also available for those in need, and a delivery service sends meals to North-West people in need, from Latrobe to Wynyard.

### In this financial year

City Kitchen saw an increase of homelessness in the region, with many people in desperate need of basic items. From January to June, with the onset of COVID-19, the team instigated new procedures to ensure services continued. Food and clothing was supplied to 931

clients, 300 of whom came to City Kitchen between April and June.

The City Kitchen and Outreach team saw the need to connect with more people and our own clients in a new way during the pandemic, so we decided to launch a delivery service for those in need. This service allowed us to not only connect with clients from Wynyard to Latrobe, but also those who were fearful or unable to leave their houses.

## KEY OUTCOMES

- New refrigerated room.
- Burnie City Kitchen open four days a week (141 days and 4,196 meals for the year).
- Wynyard City Kitchen open 32 times for 282 meals (now closed).
- Delivery service implemented from Burnie kitchen.



## MORTON'S PLACE

*Launceston help hub.*

### About

Morton's Place is located at 48 Frederick St, Launceston, and is widely considered the city's help hub. The warm and inviting service offers breakfast and lunch (including free meals), and laundry and shower facilities. People can also chat to the City Mission chaplains for emotional support.

### In this financial year

The 2019/2020 financial year brought several staff movements to Morton's Place. As with all change, it takes some time for things to settle and for staff and clients to find their new normal.

COVID-19 impacted Morton's Place greatly and staff did an amazing job adapting to a shifting environment. We had to quickly enact new procedures and follow government guidelines while ensuring that this vital work continued to help the most vulnerable in our community.

Despite all the adaptation needed, we continued to provide our clients with home-style cooked meals as well as soup, hot drinks, cereals and sandwiches. This made our clients feel their worth and value.

In June, we witnessed a significant increase in clients attending Morton's for free feeds with the launch of evening meals. Previously Morton's offered breakfast and lunch.

It was a great outcome to see the service continue to provide thousands of meals and various supports to clients in the face of such difficult times. This is a testament not only to our team but also the strong community support we receive.

### KEY OUTCOMES

- 14,774 meals provided.
- 1,970 material aid services provided (showers and laundry facilities).
- Educated 1,630 people on local organisations and agencies that can provide assistance.
- 352 referrals to community services and organisations.

## CLIENT TESTIMONIALS

*"So grateful to have a place like Morton's in Launceston, somewhere I can get a warm meal, especially in winter."*





## CHAPLAINCY

*Spiritual and emotional support.*

### About

City Mission chaplains are available to offer emotional support and spiritual guidance. They can help explore life's big questions: Why is this happening to me? What gives me comfort and hope? Does my life have meaning? What happens after we die?

Chaplains are trained and experienced 'non-traditional' ministers who understand that not everyone is interested in 'religion' or 'church'. While chaplains are always ready to discuss faith and pray, they approach matters of belief in a non-intrusive and respectful manner.

### In this financial year

City Mission Chaplaincy has made significant inroads to engage with churches and their leadership during this financial year. In January 2020, we held our first Engagement Breakfast with some of the leaders of Launceston churches. Our slogan is to "transform

lives in Jesus' name" and we want to continue nurturing relationships with those who share the same passion.

Through City Mission Chaplaincy, many were given the opportunity to explore faith through the Alpha program: 18 individuals made first-time decisions to follow Christ, 23 made recommitments and 15 were connected to church communities.

Like most other areas, chaplaincy was significantly affected by the impacts of COVID-19. However, our chaplains and chaplaincy assistants stepped up to form the City Mission Care Team during the crisis and were kept busy following up staff and volunteers to ensure they were supported. This valuable ministry made sure that those who were still working, those working from home, and those who had been stood down received regular contact and care. One volunteer commented that they had received more support from City Mission in their voluntary role than they had from their employer.

## KEY OUTCOMES

- 18 first-time decisions for Christ through chaplaincy service.
- Implementation of Church Engagement Program.
- Formation of City Mission Care Team to support workers during COVID-19.

## CHOIR OF HIGH HOPES

*Cultivating joy and connection through song.*

### About

The Choir of High Hopes was founded in 2007 by a passionate and caring team after being inspired by the 'Choir of Hard Knocks'. The choir provides those with an interest in music and singing an outlet to explore, develop and awaken their gifts through music and song.

The choir rehearses weekly and participants enjoy lunch together afterwards. Throughout the year the choir performs at many concerts and community events.

## WOMEN'S AUXILIARY

*Women fundraising for change.*

### About

The Women's Auxiliary is a group of dedicated ladies who organise fundraising functions for various City Mission projects.

### In this financial year

As there are just two folk these days representing the auxiliary, they concentrate on inviting both long-standing supporters and new guests for a special afternoon tea that incorporates education on current needs. Their guests love this invitation.

Apart from a short meeting between the organisers to determine and donate \$1,000 for assistance in operations for food donations, there has been an absence of fundraising due to unfortunate health problems affecting both convenors. However, their faith and hopes are active and the group will continue as God leads.

## NORTH-WEST OUTREACH TRAILER

*Free sausages and friendship in North-West Tasmania.*

### About

The City Mission Outreach Trailer provides free sausage sizzles for all ages during school terms at different locations. You might catch them at places like The Pirate Park (East Devonport), Community House (Smithton) and Shorewell Park (Burnie).

### In this financial year

As a result of the COVID-19 pandemic, this service had to be stopped. Before this, however, it saw many young children and families supported through tough times.

### KEY OUTCOMES

- **Provided more than 1,000 meals to people in Smithton and Burnie.**

## NORTH OUTREACH TRAILER [#SNAGCHAT]

*Free sausages and friendship in Launceston.*

### About

#snagchat is Launceston City Mission's outreach trailer operating weekdays in Launceston. The #snagchat team sizzles a free sausage and offers a friendly chat for individuals, children and families. The team has also linked arms with the PCYC and YMCA to provide free, fun, after-school activities for children at a number of Northern suburbs schools.

### In this financial year

The outreach trailer was rebranded to #snagchat in the 2019-20 year, attending 97 events and reaching out to 8,100 people who received some kind of community assistance.

Additional to the PCYC and YMCA, outreach events this year were held in partnership with other community organisations such as the Northern Suburbs Community Centre and George

Town Neighbourhood House. Over 50% of our attenders were primary and junior high school students. They love to come and let some steam off after school, joining in varied activities provided by the #snagchat team and our partners, then indulge themselves in the best sausages and drinks in the park!

Friday Nights in the City was established, an event powered by volunteers from local churches and Christian groups, providing hot food and friendship in the City Mall for those who often have nowhere else to go. We also attended some larger events such as the Lighting of the Christmas Tree and open park days conducted by the City of Launceston Council.

### KEY OUTCOMES

- **Outreach Trailer rebranded to #snagchat.**
- **Friday Nights in the City established.**
- **Attended 97 events and connected 8,100 people with community assistance.**

## CLIENT STORY

*Jackie is a single mum of two daughters, Sarah and Kim. Most of Kim's life has been impeded with health problems and the cost of medication has made it difficult for Jackie and her family to enjoy a holiday away. That was until recently when, through Jackie's connections with City Mission's #snagchat program, we were able to make a wish come true for Jackie and her girls. With some help from a City Mission outreach worker, enough funds were raised to see Jackie and the girls off to a family camp for a five-day holiday.*

*Reflecting on their time together, Jackie says, "We have reconnected as a family and have been able to enjoy each other's company rather than just be together. As a family, we have laughed, cried, cheered and encouraged each other and pushed our own limits."*

*Jackie and the girls now know that there is a community of caring people to help bring a little sunshine and hope into each of their lives and that they are always welcome to return at any time to find friendship and support.*



## MISSION 2 A FUTURE

*Enabling people to achieve their future goals.*

### About

Mission 2 a Future (M2aF) is designed to help people launch into their best future. City Mission clients and service-users are supported by trained facilitators to develop goals and strategies to build a positive tomorrow. The program outcomes lead people

to re-engage with the community, education and employment.

### In this financial year

The M2aF program has seen numerous changes throughout the 2019-20 financial year. During this time, we saw a change of staff in Launceston which led to the commencement of a new M2aF case manager in October 2019.

The 2018-19 Training and Work Pathways Program funding from Skills

Tasmania was finalised in December 2019 and City Mission tendered for further funding to combine both Mission2Employment (M2E) and M2aF as a blended delivery model. For the past year, these two programs have assisted job seekers and members of the community to gain personal and work-related skills in preparation for pathways into further training and employment. With the merge of these programs, a second case manager transferred from M2E to M2aF and works from the Launceston office. This merger allows M2aF to maintain its work alongside LCM services with a greater capacity to support participants referred from job providers. This service delivery will continue to work closely as a dual support program to empower participants to grow in skills and confidence in both Launceston and Burnie.

The COVID-19 pandemic restrictions also spurred a change in the M2aF delivery model. M2aF developed an online model of delivery to work with clients via phone or video call. The redevelopment

of the M2aF program during restrictions provided a chance to re-evaluate and re-develop certain processes for continuous improvement.

### KEY OUTCOMES

- Further funding granted to continue M2aF program through to February 2021.
- Increased referral capacity from job providers.
- Increased connection with stakeholders to further support M2aF participants (e.g. sports equipment donated to M2aF for participant use).
- The program received 86 referrals, worked with 67 new and existing clients, and saw 45 participant outcomes achieved.

### CLIENT TESTIMONIAL

*"[M2aF] has helped me grow and succeed, not only with getting a career but also within myself."*



## MISSION 2 EMPLOYMENT

*A pathway to employment.*

### About

Mission 2 Employment (M2E) is a personalised program for jobseekers in Northern Tasmania. The 26-week program aims to create a pathway to employment by providing personal support, directed assistance and exposure to workplace training.

Facilitators work alongside participants to develop work-ready skills. This can include mentor support, preparing a resume and building an individual plan to successfully transition to further training or employment.

### In this financial year

M2E (our regional employment trial) was completed during 2020. A delayed start and then COVID-19 impacts over the last quarter meant a lower number of participants. Pleasingly, and in line with our program goals, a third of participants went into employment or further education. Due to the positive outcomes

and feedback, we have decided to retain the program, and have now transitioned M2E into an expanded Mission 2 a Future program.

## MISSION HEALTH

*Free health service and referrals.*

### About

Mission Health is a free, drop in, nurse-led health service open to anyone in need of health care. The team can

provide treatment or advice on a range of health issues, from testing and immunisations to infection and disease treatment. The nurses are qualified and will provide referrals to other health services and specialists as necessary.

### In this financial year

Mission Health consolidated its status as an established clinic that clients can rely upon to receive the health assistance they urgently require. Previous to the Mission Health service, if someone

arrived at our City Mission offices with health issues, because of the lack of bulk-billing GP appointments available, we would have had to direct them to the Launceston General Hospital, no matter how minor their condition or ailment was. Mission Health has now become a far better alternative to this process.

During the most restrictive COVID-19 times, the nurses continued to provide care. It is essential that a service such as this is always open. Due to significant health deficits, our clients commonly experience chaotic lives and can find it difficult to attend scheduled appointments, making reliance on our service all the more essential.

We have been very fortunate to have two generous donors (Bell Bay Aluminium and Calvary Community Council) provide funds for medical equipment and medication support, without which we would not be able to operate as we have.

## KEY OUTCOMES

- 201 appointments.
- Approximately 450 hours of voluntary support.





## MOVING WITH THE MISSION

*Home contents removal service.*

### About

Moving with the Mission is a low-cost home contents removal service for low-income earners and people experiencing hardship.

The service runs across Northern Tasmania providing support for those that otherwise may not be able to afford a removal service. Eligible customers can include low-income earners, victims of domestic violence needing to be relocated quickly or the elderly who are moving into an aged care facility or retirement village and lack social support.

## CLUB MONDAY

*A community of women.*

### About

Every Monday, a diverse group of women meet to encourage and be encouraged, to connect and learn. Club Monday has a soft heart for women struggling with isolation, loneliness, confidence and various health issues. By sharing and learning new things, friendships flourish. Activities include craft, meals, outings, learning skills, hearing speakers and supporting each other through life's ups and downs.

### CLIENT TESTIMONIAL

*"My first day at Club Monday I would not talk and felt shy and overwhelmed. Week two, I still did not talk and did not smile. As the weeks went on, I settled and really enjoyed and looked forward to seeing the ladies. I started to smile and started to relax and was content."*

## OVERCOMERS

*Losing weight together.*

### About

Losing weight can be a difficult road, especially if you're doing it alone. Overcomers is a place of encouragement and motivation for people with weight-loss goals. Following a weigh-in at the beginning of each meeting, members discuss motivational strategies, incentives and progress. They also join together to celebrate their wins.

## PRISON BUS

*Helping people stay connected with loved ones in prison.*

### About

A free transport service helping people remain in contact with friends or family in prison. The prison bus travels to Risdon Prison Complex, Ron Barwick Minimum Security Prison and Mary Hutchinson Women's Prison.



# YOUTH & CHILDREN'S SERVICES

## THE MISH

*Programs and mentoring to grow resilience and ambition in young people.*

### About

The Mish provides one-to-one mentoring and tailor-made engagement programs within school terms. The dual support structure empowers young people to grow in self-awareness, ambition, resilience and ultimately to build a hope-filled future.

Mentoring is typically offered on a weekly basis for about an hour on-site during school hours in Launceston and the North-West. City Mission's mentors are positive role models who create a safe, non-judgmental relationship, helping young people work towards their goals and dreams.

## MISH MAKERS

*Helping young people explore creativity and entrepreneurship.*

### About

The Mish Makers program helps young people explore their creativity through art, craft and design. With an emphasis on recycling, participants are given access to resources and materials to create clothing, jewellery, artwork, furniture and homewares. The scope is only limited by the imagination.

Mish Makers encourages young creatives to be entrepreneurial with their skills and supports them to start up, organise and manage a business selling their creations. Operating at The Mish in Frederick Street, participants are supported by Mish mentors, skilled local artists and community volunteers.

## INSIDE OUT 4 KIDS

*Helping children overcome trauma.*

### About

Inside Out 4 Kids (IO4K) addresses the trauma, grief and loss experiences of young people. The eight-week program operates in schools across Northern Tasmania with a focus on early intervention. City Mission acknowledges that childhood trauma can have a profound impact on a person's life, sometimes leading to substance abuse, mental health issues, behavioural difficulties and developmental challenges.

Children meet weekly in small support groups with a trained facilitator. In this safe, confidential and caring environment, children can talk, share, cry, listen and play while learning strategies to deal with their grief. Each child receives a journal and folder to take home, along with a soft toy 'buddy'. For many children, this is their first soft toy.

## Youth & Children's Services in 2019/2020

No one could have predicted how this year would end. At the time of writing, the world continues to be profoundly affected by COVID-19. All children and young people have experienced significant disruption and upheaval to their lives but for many of our clients, this disruption and upheaval was on top of existing challenges. Restricted by safety precautions and health regulations, IO4K and The Mish provided what support they could during this time and waited anxiously for the day when face-to-face delivery resumed.

The demand for IO4K programs continued to grow over the 2019-2020 financial year, and more professionals sought training and professional development opportunities. In response to this demand, IO4K started the process of developing an online training system. This will be launched in the coming year.

Young people continued to engage in the many offerings of The Mish, which ranged from weekly art, culinary, music and digital media programs to holiday programs and learning barista skills at



the Mish Kiosk. Mish Makers held its first pop-up market and was a huge success with all young people selling out of their artisan products. Both services underwent staffing changes, farewelling long-serving team members and welcoming new staff. Though staff may have changed, the services' fundamental commitment to compassionate and empathetic support for children and young people has not. IO4K and The Mish is grateful for the support received over the year from philanthropic donors, state and federal government, and the many customers who frequent Mission Shops.

### KEY OUTCOMES

- IO4K provided wellbeing support to 2,000 children across 44 schools.
- 65 professionals trained in IO4K programs.
- 41 young people supported through The Mish.
- The Mish relocated and officially opened at 37 Frederick Street.
- The Mish awarded the Excellence in Community Service Award at the Tasplan Business Excellence Awards 2019.

### CLIENT STORY

*Ben didn't want to go to school. He would get so worried and anxious, and mum was often called to the school to pick him up. We helped Ben work out what he was worrying about and how his body was responding to that worry. We supported his mother and teacher to put in place some support strategies and before long Ben was feeling happier about going to school.*

*"Everyone here's real supportive... they're really here to help. The Mish team helped me get my driver's licence, which I never thought I would get [because] I was too scared to leave the house."*



# SOCIAL ENTERPRISE OPERATIONS

## MISSION SHOPS

*Low cost, sustainable shopping that supports people facing hardship.*

### About

Mission Shops provide a range of new and pre-loved clothing and essential items at affordable prices to op-shop fans and people experiencing hardship. They also give opportunities for members of the community to volunteer, learn new skills and make new friends.

All funds raised through sales at Mission Shops directly support City Mission's client services and programs operating across Northern Tasmania. These include, but are not limited to, Family Services, Emergency Relief, Outreach Trailer, Morton's Place, City Kitchen, Youth Mentoring and Inside Out 4 Kids.

## RESALE SHOPS

*A local council recycling partnership for community and environmental impact.*

### About

City Mission, working together with local councils, operates three resale shops located in Ulverstone, Burnie and Launceston. Unwanted and recyclable goods that have been donated by the local community are available to purchase for as little as twenty cents.

Recycling centres provide essential revenue to City Mission and help us become more sustainable as an organisation and a community. All proceeds directly support the delivery of City Mission's Emergency Relief, Youth Services, Crisis Accommodation, Children's Trauma, Grief and Loss services and programs across Northern and North-West Tasmania.

## MISSION GARDEN AND SALVAGE

*Low-cost plant, garden and salvage shop engaging with the community.*

### About

At Mission Garden and Salvage, you will find new and pre-loved plants, garden equipment and salvage items at affordable prices. It's also a place where members of the community can volunteer, learn new skills and establish friendships. Another valuable outreach tool to the Northern Tasmania community.

### Social Enterprise Operations in 2019/2020

City Mission's social enterprise operations include Mission Shops, Resale (Tip) Shops, warehousing, transport and logistics, as well as support for our services.

The 2019-2020 financial year was a year of consolidation, refinement and, of course, dealing with COVID-19 in the latter part. Our newest shops – Mission Garden and Salvage and the Central

Coast Resale Shop – both developed a strong brand, with many repeat customers and ever-improving offerings.

In the retail division, youth outlet Hunta Gatha was closed after two years of operation, with those lines consolidated into the Frederick Street Mission Shop. Our Newnham shop had a significant makeover during the April shutdown to provide a better customer experience. Additionally, a staged upgrade to a more customer-friendly layout is being rolled out progressively through all shops.

The Recycling and Logistics Division continues as the backbone of our operations, with increasing donation volume and support for our services. This year has been especially challenging to manage through COVID-19 and the subsequent reduction in volunteering. A focus on recycling and reuse has seen the volume to landfill remain steady despite greater amounts being processed, extending the useful life of many items, which helps City Mission and the planet.

## KEY OUTCOMES

- Generated \$4.7m in retail sales.
- \$307,558 contributed directly towards City Mission community services, programs and administration. Social enterprise contribution was impacted by the pandemic, with stores having to close for three months.
- Donation sales generated \$3.3 million and diverted over 1 million items from landfill.
- Nearly 34,000m<sup>3</sup> of items diverted from landfill through our tip shops and warehouse.
- Over 40,000 boxes of recycled items sent from the warehouse and sold through shops.

# MARKETING & FUNDRAISING

## About

The marketing and fundraising team exists to position and promote the City Mission brand as well as raise funds needed for the delivery of various programs and essential services. It continually strives to increase City Mission's brand equity in North and North-West Tasmania.

Some of the activities the marketing and fundraising team run throughout the year include donation drives, appeals and events, educational campaigns, corporate marketing initiatives, Mission Shops promotions, volunteer recruitment, digital and social media management, donor, sponsorship and partnership engagement, media and community liaison and more.

## In this financial year

### MARKETING

This year City Mission underwent a strategic branding review and a visual identity redesign. Our community and the ways we communicate are constantly changing, therefore a

reposition of our brand was needed so we can continue to evolve and implement contemporary marketing initiatives.

Part of the review included all our social media platforms. The result was the development and implementation of a new strategy that has delivered fantastic results with a 5,600% growth in brand exposure. Our organisation benefited greatly from this increase, in particular our Mission Shops and community engagement efforts.

### FUNDRAISING

Fundraising also had a comprehensive review that resulted in a new approach, new initiatives and new systems being implemented. We ran four major fundraising appeals during the year including Christmas, Future Generations (past Future Hope Youth), Winter and the Pandemic Crisis Appeal. The appeals raised essential funds to help support those in need with meals, grocery supplies, food vouchers, clothing, household goods and utility bills. We also held a very successful Pay It Forward

dinner on the North-West Coast.

The pandemic had a big impact on all our activities. Events like the Pay It Forward Dinner could not be held in 2020 due to the restrictions. Low stocks in supermarkets also impacted on the donation of non-perishable goods during the first months of the pandemic. Sadly, we also witnessed loyal sponsors, partners and friends being impacted hard by COVID-19. Despite all the difficulties, our community continues to amaze us. The response to our appeals was heart-warming and a real blessing to the City Mission family.

## KEY OUTCOMES

- Major fundraising and events raised close to \$300,000.
- Programs and general donations raised over \$210,000.
- Over \$130,000 in food, toys and personal care items were donated.



# PEOPLE AND CULTURE

## About

City Mission is led by a dedicated board and leadership team, supported by 170 employees and more than 500 volunteers across North and North-West Tasmania. As an employer of choice, we continue to attract quality job applicants and, with the contribution of our volunteer workforce, our enterprises and services continue to serve our community in the best way possible.

## In this financial year

City Mission is grateful for the loyalty displayed by our staff throughout the 2019-2020 financial year. The COVID-19 shutdown significantly affected staffing, with the closure of our Social Enterprises and a number of positions being made redundant. We therefore remain grateful to the JobKeeper initiative, through which we were able to retain a majority of our staff who were overwhelmingly enthusiastic to be back to work.

We are now rebuilding staffing numbers with services restructuring and the opening of the new Safe Space Launceston service for homeless people.

At the time of this report, paid staff had bounced back to pre-COVID numbers of 170. Our number of active volunteers peaked at 590 in February, with volunteers working a cumulated 13,475 hours that month. As a number of our volunteers are elderly, and the Work for the Dole program is still on hold, we are yet to see these numbers bounce back to normal after COVID-19, with June recording only 7,663 hours worked.

The Character Core program, whereby we recognise and commend workers for displaying character qualities that contribute to a positive workplace culture, continued to be a key tool to encourage workers; along with our Employee and Volunteer of the Month awards.

We are pleased to advise that once again, City Mission passed our Quality Improvement Council (QIC) Accreditation Assessment. The independent report stated: "The organisation demonstrated that it lives its mission and upholds its values in the day to day."

## KEY OUTCOMES

- **Workers' enthusiasm to get back to work after stand down.**
- **Successful completion of QIC Accreditation.**
- **Maintained overall staff numbers despite the impacts of COVID-19.**

## EMPLOYEE AND VOLUNTEER OF THE MONTH AWARDS

Employee and Volunteer of the Month Awards celebrate the achievement of individuals and their demonstration of the Mission's core values of Faith, Justice, Compassion, Flexibility and Enthusiasm. This year, City Mission presented Employee and Volunteer awards to the following team members:

## EMPLOYEE AWARD

- **Mark SYTSMA - Orana House**
- **Mellissa McKENNA - Retail**
- **Shannon WATSON - Chaplaincy**
- **Tim OLIVER - ICT**
- **Gail FRENCH - City Kitchen**

## VOLUNTEER AWARD

- **Caroline JACKSON - Devonport Mission Shop**
- **Klaus PUETHE - Morton's Place**
- **Danny CLARKE - Devonport Mission Shop**

# SUPPORTERS & PARTNERSHIPS

City Mission is very grateful for the continued support of our corporate partners, donors and legacy supporters through bequest and estate distributions.

The generosity of our supporters has helped us bring grassroots services to many people in need in our community, as well as deliver improvement projects for our clients, staff and volunteers.

A special thank you to ABC Northern Tasmania for donations from the Giving Tree Appeal, and to The Examiner for proceeds from the Winter and Empty Stocking Appeals that contribute significantly to the cause.

## MAJOR PARTNERSHIPS

- ABC Northern Tasmania
- Alcohol Tobacco and Other Drugs Council
- Austins Caravans and Trailers
- Bell Bay Aluminium
- Bruce Wall Estate
- Bushby Property Group
- Burnie Baptist Church

- Burnie City Council
- Calvary Community Council
- Cape Hope Foundation
- Central Coast Council
- Commonwealth Bank
- Coastal FM
- Coopers Foundation
- Cut Above Quality Meats
- Dan's Poultry Farm
- D'Antoine Foundation
- Faulkner Family
- Federal Government
- Future 2 Foundation
- Harcourts Foundation
- Harvest Moon Farm
- Hydro Tasmania
- Lions Clubs
- Motors Foundation
- Mount Gnomon Farm
- Premium Fresh
- Presbyterian Care Tasmania
- ReLink Connect
- Rotary Club of Launceston
- Rotary Club of Central Launceston

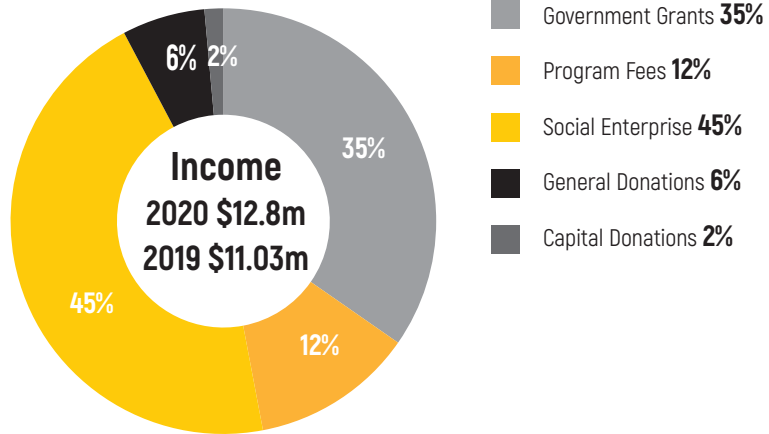
- S. Group
- Sharman's Butchery
- Southern Cross Austereo
- Squibb's Orchard
- TasCOSS
- Tasmanian Broadcasters
- Tasmanian Community Fund
- Tasmanian Christian Fund
- Tasmanian Government
- Tasmanian Independent Retailers
- TasFresh
- TG Financial

- The Bonneville Family
- The Couzins Family
- The Examiner Newspaper
- Tasmazia and the Village of Lower Crackpot
- Toll Tasmania
- Van Diemens Land Creamery
- Vos Construction and Joinery
- Woolworths
- Winifred Booth Estate
- Young's Vegie Shed

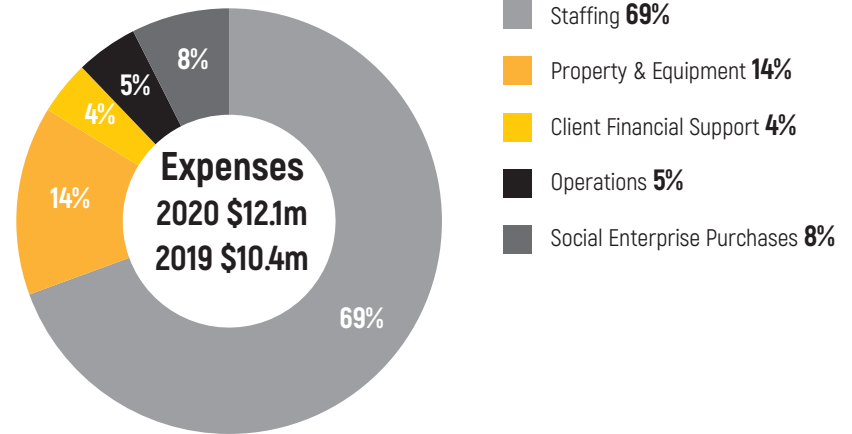


# 2020 FINANCIAL SUMMARY

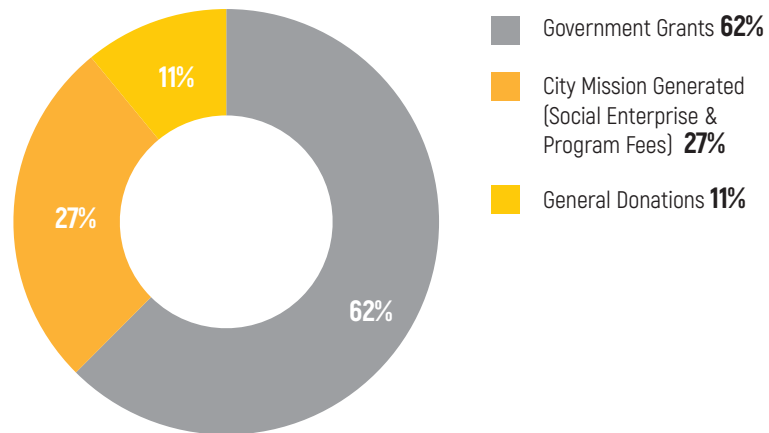
## INCOME



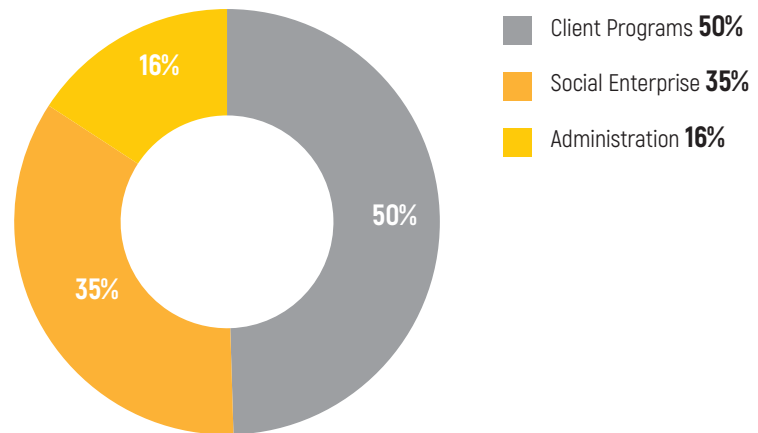
## EXPENSES



## PROGRAM FUNDING

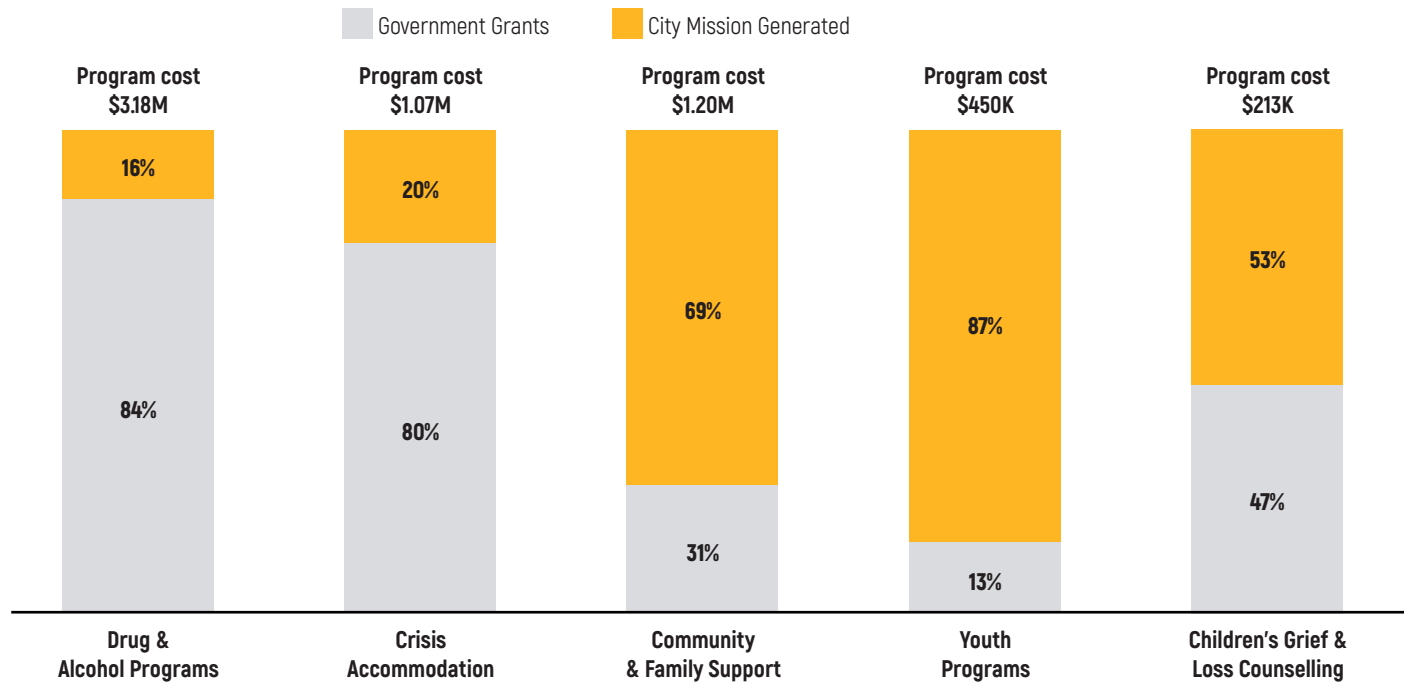


## EXPENDITURE SUMMARY






# WHERE THE FUNDING COMES FROM BY FOCUS AREA



 **>18,000**  
breakfast, lunch & food packages Morton's Place & City Kitchen

 **41**  
young people helped to reach potential via The Mish

 **2,000**  
children supported by Inside Out 4 Kids

 **6,465**  
bed nights provided by Orana House

 **299**  
clients assisted with Drug + Alcohol Recovery

**SOCIAL ENTERPRISE CONTRIBUTION TO CITY MISSION PROGRAMS \$308K**

**16%** ADMINISTRATION    **84%** CLIENT PROGRAMS & SOCIAL ENTERPRISE

**170** STAFF    **529** VOLUNTEERS

## HEAD OFFICE

48 Frederick Street, Launceston | PO Box 168, Launceston Tasmania 7250  
**PHONE** (03) 6335 3000 | **FAX** (03) 6334 3136 | **EMAIL** office@citymission.org.au  
[www.citymission.org.au](http://www.citymission.org.au)

## SOCIAL ENTERPRISE

### YOUNGTOWN MISSION SHOP

Mon-Fri: 10:00am–5:00pm  
Saturday: 10:00am–5:00pm  
351 Hobart Road, Youngtown  
(03) 6343 2115

### LAUNCESTON MISSION SHOP

Mon-Fri: 10:00am–5:00pm  
Saturday: 10:00am–5:00pm  
Cnr Wellington & Frederick Streets,  
Launceston  
(03) 6335 3000

### MISSION ON GEORGE

Mon-Fri: 10:00am–5:00pm  
Saturday: 10:00am–5:00pm  
73 George Street, Launceston  
(03) 6331 2710

### PROSPECT MISSION SHOP

Mon-Fri: 10:00am–5:00pm  
Saturday: 10:00am–5:00pm  
142 Westbury Road, Prospect  
(03) 6343 5914

### RAVENSWOOD MISSION SHOP

Mon-Fri: 9:00am–5:00pm  
Saturday: 9:30am–4:00pm  
65–67 Ravenswood Road, Ravenswood  
(03) 6339 6173

### NEWNHAM MISSION SHOP

Mon-Fri: 10:00am–5:00pm  
Saturday: 10:00am–5:00pm  
73 George Town Road, Newnham  
(03) 6326 2222

### DEVONPORT MISSION SHOP

Mon-Fri: 10:00am–5:00pm  
Saturday: 10:00am–5:00pm  
52 Don Road, Devonport  
(03) 6423 5984

### ULVERSTONE MISSION SHOP

Mon-Fri: 10:00am–5:00pm  
Saturday: 10:00am–5:00pm  
9 Fieldings Way, Ulverstone  
(03) 6425 4698

### BURNIE MISSION SHOP

Mon-Fri: 10:00am–5:00pm  
Saturday: 10:00am–5:00pm  
2 Alexander Street, Burnie  
(03) 6431 9930

### WYNYARD MISSION SHOP

Mon-Fri: 10:00am–5:00pm  
Saturday: 10:00am–5:00pm  
11 Goldie Street, Wynyard  
(03) 6442 4769

### UPTIPIITY

Mon-Sun: 8:30am–4:30pm  
Cavalry Road, Mowbray  
(03) 6326 2214

### BURNIE RESALE SHOP

Mon-Fri: 9:00am–3:30pm  
Sat-Sun: 10:00am–1:30pm  
Public Holidays: 10:00am–1:30pm  
289 Mooreville Road, Mooreville  
(03) 6430 5865

### CENTRAL COAST RESALE

Wed-Sun: 9:00am–5:00pm  
106 Lobster Creek Road,  
West Ulverstone  
(03) 6442 4769

### MISSION GARDEN & SALVAGE

Mon-Fri: 9:00am–5:00pm  
Saturday: 9:00am - 4:00pm  
Sunday: 10:00am - 4:00pm  
357 Hobart Road, Youngtown  
(03) 6724 2917

## SUPPORT

### MISSIONDALE

75 Leighlands Road,  
Evandale Tasmania 7212  
**PHONE** (03) 6391 8013  
**FAX** (03) 6391 8255  
**EMAIL** missiondale@citymission.org.au

### FAMILY SERVICES

**PHONE** (03) 6335 3000  
**FAX** (03) 6335 3034  
**EMAIL** familyservices@citymission.org.au

### SERENITY HOUSE

354 Preservation Drive,  
Sulphur Creek Tasmania 7316  
**PHONE** (03) 6435 4654  
**FAX** (03) 6435 4661  
**EMAIL** serenity.house@citymission.org.au

### ORANA HOUSE

156 George Town Road,  
Newnham Tasmania 7248  
**PHONE** (03) 6326 6133  
**FAX** (03) 6326 2277  
**EMAIL** orana@citymission.org.au

### COLLECTION OF DONATED GOODS

**PHONE** (03) 6343 2115  
**PHONE** (03) 6431 9930

