



Strategic plan 2023 - 2025

wearemobilise.org.au



OUR GRASSROOTS ORIGIN

Imagine a country where no one sleeps on the streets. That's the question that sparked our founding and drives us every day.

Starting out as a few friends who wanted to hand out loaves of bread to people who seemingly had nothing, We Are Mobilise was born out of a realisation that it's genuine human connection, time, and companionship that make a real difference. At We Are Mobilise, we refuse to accept homelessness as a reality in prosperous Australia. Our mission is clear: to develop innovative solutions that change the lives of those experiencing homelessness.

Over the past seven years, our outreaches have allowed us to engage with over a thousand individuals, gaining invaluable insights and identifying opportunities for impact.

Now, we are thrilled to unveil our new strategic pillar: Direct Giving. This allows us to develop a suite of groundbreaking programs including 'Mobilise Matched.' As the first Australian Direct Cash Transfer Program of its kind, 'Mobilise Matched' complements our outreach efforts by offering employment opportunities, direct funding, and ongoing support, including for housing and financial counselling. We hope our Direct Giving programs are a game-changer for individuals at risk of homelessness and welcome you on the journey of discovery with us.





We Are Mobilise has experienced an incredible period of growth on the back of Nedd Brockmann's record run. It's put us in a position to develop many of the programs & dreams we've had for years. We've been steadfastly focused on fostering connection with our friends on the street, while garnering insights from the conversations we've shared.

Our focus now is on delivering impact through our 3 key pillars: Outreach, Direct Giving & Igniting a Movement, and invite you to read through our plan on how we aim to achieve this.

We were founded based on a simple question - "In a nation like Australia, why does anybody have to sleep on the street?" Together we want to work towards a society where this is no longer a reality.

- Noah Yang,

Founder & CEO



01.

THE STORY OF WE ARE MOBILISE





IT STARTED WITH AN OUTREACH

When We Are Mobilise was founded, there were few outreach programs available to people who wanted to drop in and lend a helping hand. After Noah and his friend set out, they found out that many of their peers were also looking for ways to get involved that were outside the norm at the time.

It all started with a group of mates taking donated loaves of bread to people sleeping rough on the street - uncut and without anything to put on them, people rightly refused the gift! But everyone they came across who was sleeping rough invited them to stay and chat, because the social connection was what they wanted most.

Those insights are still the lifeblood of We Are Mobilise today- the goal of our flagship Outreaches is not to provide food or money, but conversations held in the spirit of curiosity and empathy.

"Never doubt that a group of committed citizens can change the world." – Margaret Mead



WHO ARE WE?

Our vision is to create a world where no one has to sleep on the street.

Through pushing boundaries and our unwavering commitment to 'connection for change', our genuine human connection, time, and companionship will create transformational change.

These are our values:

CONNECTION

We recognise the profound impact of human connection in creating meaningful change. Our volunteers go beyond providing care packages; they build authentic relationships, offer their time, and foster companionship. We believe these connections are transformative, create hope, and empower individuals on their journey.

INNOVATION

Embrace a spirit of innovation to develop creative ways to effectively address the issues surrounding homelessness.

EMPOWERMENT

We will empower individuals facing homelessness by providing them with the necessary tools, resources, and support to define their own path.

COLLABORATION

We actively encourage partnerships between government agencies, businesses, philanthropies, community organisations, and individuals. By working together, we can leverage diverse perspectives and resources to maximise our impact and create a collective effort to end homelessness.

BRAVERY

We courageously confront the complex and deeply entrenched issues that contribute to homelessness, refusing to shy away from the difficult conversations and challenging situations.

ADVOCACY

It is important to be vocal advocates for the rights and needs of our friends on the street. We will raise awareness, challenge stereotypes, and influence policies to bring about systemic change. Through our advocacy efforts, we aim to create a more inclusive society where everyone has access to safe and stable housing.

With your help, we can bring this plan and vision to life!



MOBILISE WITHIN THE ECOSYSTEM

As a relatively new player in the Australian homelessness landscape, we have tremendous opportunity ahead of us to think differently about how we want to play a part in creating a world where no one has to sleep on the street. And to get there, we have grand ambitions: **aiming to positively affect the lives of 10,000 people by 2030**. We're already working with a wide range of charity and corporate partners to develop offerings that extend what is currently available and are well on our way toward that target.

We want to be different to what people think of conventional charity - different in the way we design programs, in our approach to partnerships, in the way we bring the public in on what we're doing, and in the way we operate internally.

Further in this plan you'll read about our Direct Giving pillar. This outlines how we're using new methods of delivering financial support to people who need it instead of doubling up on what other charities are doing. By giving cash directly to people, we can enable them to chart their own path out of homelessness while being supported by a range of our partners. The efficiency we've built into this model means that we can get to 10,000 people a lot quicker than if we tried other ways of delivering support.

We're one of few charities who have an outreach program as well, which enables everyday people to join in the mission, break down barriers between themselves and people sleeping rough, and leave a positive impact on people.

Finally, we've always had storytelling as a core part of what we do, so we've focussed our energy on working with some of the best in the business to ignite a movement with our marketing. We only reach our goal of 10,000 lives changed if more people care about homelessness, and this is the way we go about advocating for change.

Read on to hear more about what all this means and how we're working toward these goals over the next 3 years!



OUR RESOURCES

We Are Mobilise is extremely fortunate to have been chosen as the lead charity partner for a major, national fundraising campaign.

Nedd Brockmann loves a challenge. And he loves helping others. In 2020 he combined these loves and ran 50 marathons in 50 days – raising just under \$100K for the Red Cross to help people experiencing homelessness.

In 2022, he wanted to take it up another notch – setting a new world record for the fastest crossing of Australia – aiming to average 100 km a day for 40 days from Cottesloe Beach to Bondi Beach, while raising funds for We Are Mobilise.

Nedd began his run on the 1st of September 2022, with the support of the Australian population and a host of generous sponsors behind him. The funds raised through Nedd's Record Run will help us work towards our goals throughout 2023 and beyond.

Across his run, Nedd was able to raise over \$2 million for We Are Mobilise and those experiencing homelessness across the nation.



02.

HOMELESSNESS IN AUSTRALIA



HOMELESSNESS IS NOT GOING AWAY

Connection for change is at the core of what we do and underpins the ambitions that are outlined in this document. The ongoing work of We Are Mobilise addresses homelessness as a pervasive issue in Australia. For context, the 2021 Census found that:



There was a 5.2% increase in the number of people experiencing homelessness nationally between 2016 and 2021.



Under 25-year-olds represent 37.4% of people experiencing homelessness.



The rate of homelessness surged in Tasmania and Victoria up by 32.3% and 12.4% respectively.



39% of people experiencing homelessness in Australia were living in severely overcrowded dwellings.



1 in 32 Indigenous Australians will be experiencing homelessness on any given night.



WE NEED COLLABORATION AND INNOVATION



Despite the ongoing, important work and valiant efforts of charities, not-for-profits and governments in Australia, homelessness is not going away. This means we need to do things differently to shift the dial.

As one example, much of the social sector is guided by efforts like the Advance to Zero campaign, led by the Australian Alliance to End Homelessness (AAEH). This is built upon a shared goal, shared data, and a shared commitment to prevent and end homelessness in communities. We Are Mobilise is a proud member of the Melbourne Zero project under this campaign. These alliances benefit from the collaboration of a range of community and government organisations and charities. We Are Mobilise strongly believes in the value the private sector can bring to these shared efforts as well. As we know, “ESG focus is the new normal, and the world is watching.”¹ The private sector clearly see the value in investing back into the community.² Social issues including homelessness are no longer seen as strictly the purview of the public and charity sectors, and given We Are Mobilise’s strength in building partnerships, this is a key lever we can use to make progress toward ending homelessness.

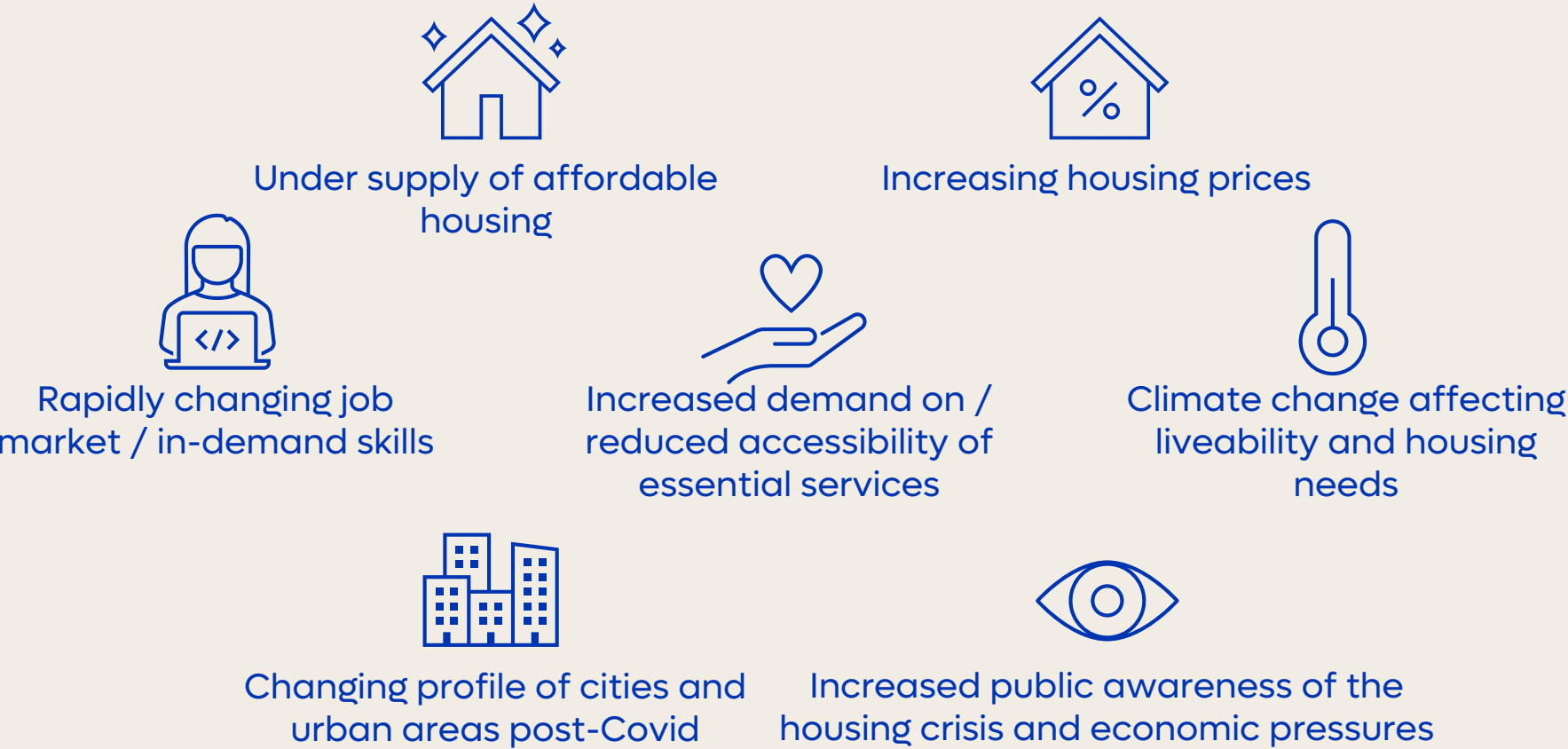


1. <https://www.allens.com.au/insights-news/insights/2022/02/The-era-of-responsibility-top-ESG-trends-for-2022/>
2. <https://www.kearney.com/industry/private-equity/article/-/insights/esg-in-private-equity-an-australian-perspective>

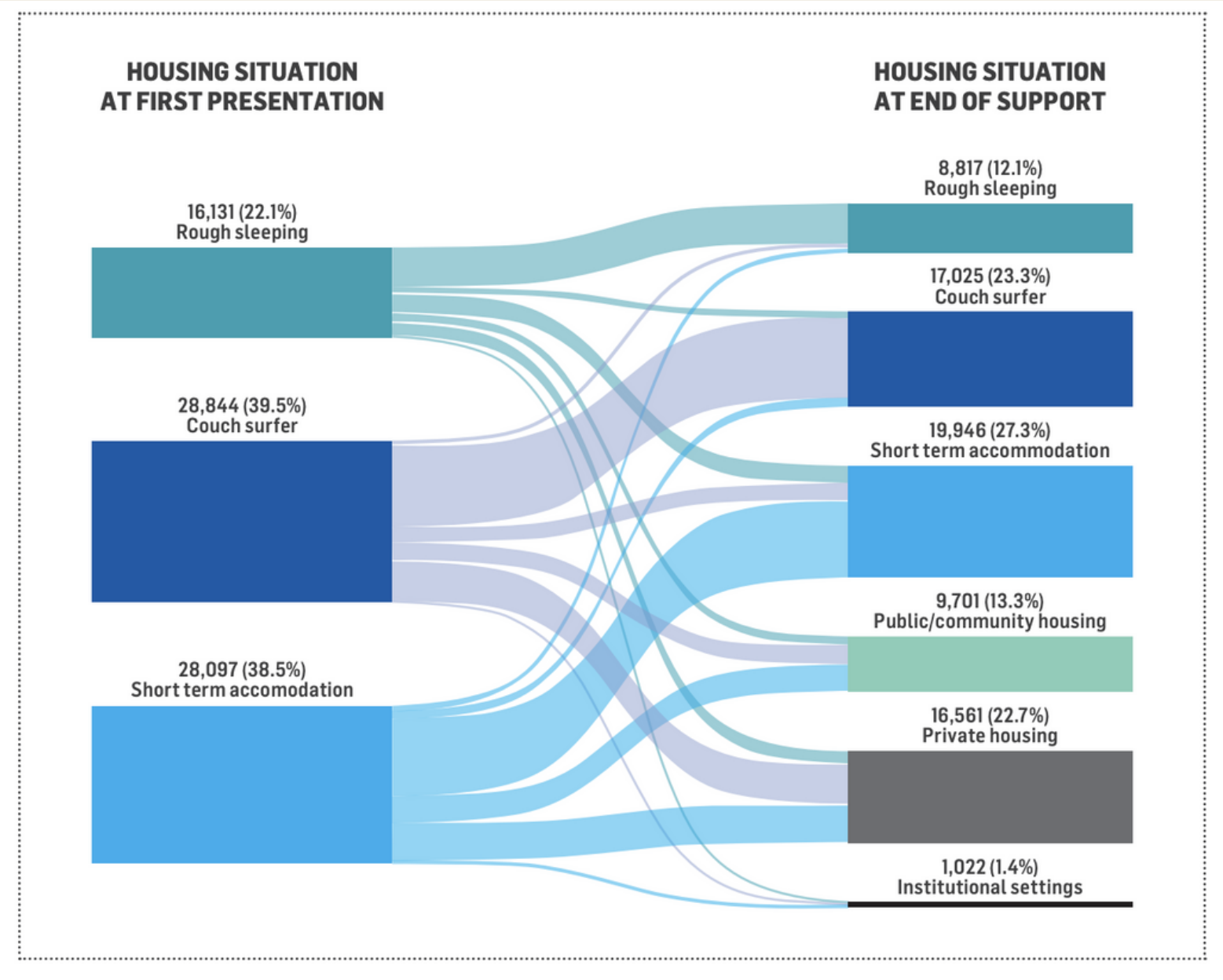
WE NEED TO ADD TO WHAT WORKS

Many people find themselves in cycles of homelessness that are extremely difficult to break, as depicted in the chart to the right, where over half of people who are rough sleeping exit homelessness services directly back into rough sleeping. Rather than duplicate the incredible work already being done to create by-name lists and provide affordable housing for example, there is room to increase the chances of success of these initiatives with novel approaches.

Key trends that are impacting our friends on the street include:



Housing tenure outcome for clients of Specialist Homelessness Services with closed support periods who were experiencing homelessness at the start of support in Australia, 2019-20.¹



1. AIHW 2020 Specialist Homelessness Services Annual Report 2019-20, reproduced in AAEH Ending Homelessness In Australia. Retrieved from https://aaeh.org.au/assets/docs/ending_homelessness_in_australia-bulletin_no_1_understanding_homelessness-taking_action.pdf



LET'S BE BRAVE

The current economic climate means that everyday Australians are becoming more financially stressed. There is a well-acknowledged affordable housing crisis.^{1 2} More generally, Australians also face a growing cost-of-living crisis: In the 12 months to March 2022, the Consumer Price Index (CPI) increased by 5.1%, which is the highest annual rise reported since the introduction of the GST in 2000.³ This has meant people and families are facing more pressure and becoming more at risk of unstable accommodation.^{4 5}

In addition to guiding more people into existing services and public or community housing (that are already heavily burdened), there is an opportunity to enable people who may slip through the cracks to access and maintain housing in the private market.

We Are Mobilise is committed to doing things differently to add value to the homelessness landscape.



1.UQ. (2023). Australia's housing crisis: How did we get here and where to now? Retrieved from <https://stories.uq.edu.au/contact-magazine/2023/australias-housing-crisis-how-did-we-get-here-where-to-now/index.html>

2.Forbes (2023). Australian Housing Crisis: The High Price We're Paying. Retrieved from <https://www.forbes.com/advisor/au/property/high-cost-of-australian-housing/>

3.Parliament of Australia (2023). Australia's Cost of Living. Retrieved https://www.gph.gov.au/About_Parliament/Parliamentary_departments/Parliamentary_Library/pubs/BriefingBook47p/CostOfLiving

4.Jackson, W. (2023). Australians reveal how they're dealing with the cost-of-living crisis after another 12 months of budget-trimming. Retrieved from <https://www.abc.net.au/news/2023-05-22/australians-talk-about-dealing-with-cost-of-living-crisis/102352334>

5.Homelessness Australia (2023). Budget will help struggling renters but big challenges remain. Retrieved from <https://homelessnessaustralia.org.au/budget-will-help-struggling-renters-but-big-challenges-remain/>



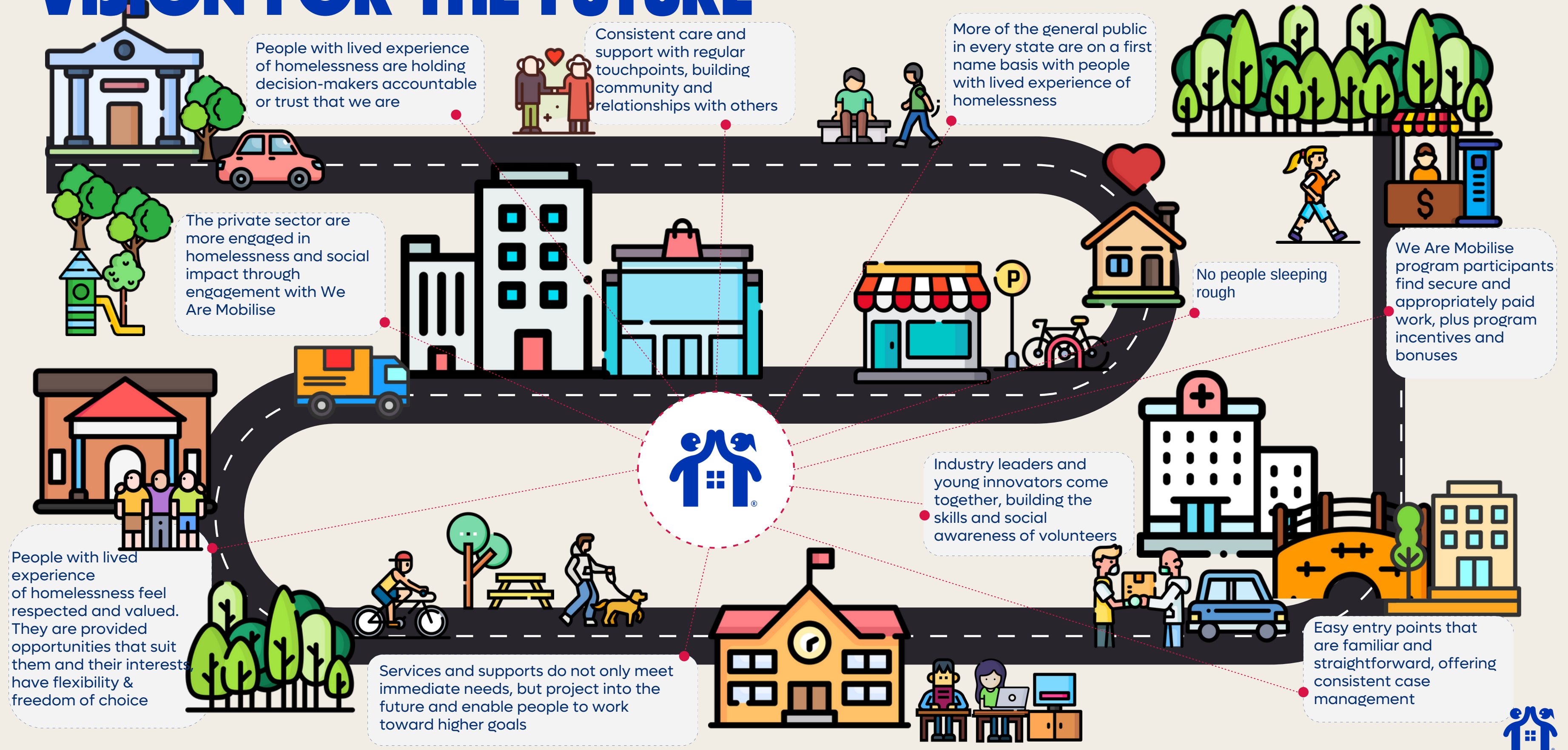
03.

**OUR STRATEGIC
PRIORITIES**



Our 2030+

VISION FOR THE FUTURE



CONNECTION FOR CHANGE

Our strategy at a glance is outlined below.

Strategic pillars	OUTREACH	DIRECT GIVING	IGNITING A MOVEMENT
	<p>Our volunteers connect with friends on the street through conversations and care packages. Our main goal is to form social connections and provide more meaningful opportunities for people to get involved and make a difference.</p>	<p>We aim to provide funding directly to those experiencing or at risk of homelessness. People are offered employment, support networks, and direct grants to empower them to create their own path out of homelessness.</p>	<p>Leveraging storytelling to give a voice to those experiencing homelessness. We engage the public and private sector to get involved, develop solutions and drive change within our community.</p>
Aims	Expand outreach opportunities for more people in more places.	Distribute funding directly into the hands of people who need it most.	Engage the wider community in conversation for change.
Strategic priorities	Establish a presence in every Australian state and territory.	Distribute funding to people at risk of or experiencing homelessness.	Bringing people with lived experience of homelessness into storytelling.
	Improve the volunteer experience.	Fund positive impact across the sector through Funding for Innovation.	Embed advocacy in marketing.
Enablers			Amplify advocacy through partnerships.
	Using our data to tell our story.	Connecting across sectors.	Technology-focussed approaches.
			Effective ways of working.



Future pillar: Lived experience at the core

OUR AIMS FALL UNDER 3 PILLARS



OUTREACH

Our aim is to scale outreaches and become a best-in-class volunteering experience, providing more meaningful opportunities for people to get involved and make a difference across the country.



DIRECT GIVING

We aim to put funding directly into the hands of people and allow them the choice to meet their needs in the best way for them. This includes through Australia's first direct cash transfer program, Mobilise Matched, and our Mobilise Kickstarter rental assistance program.

We also aim to establish Funding for Innovation that enable people and organisations to try new strategies to address homelessness.



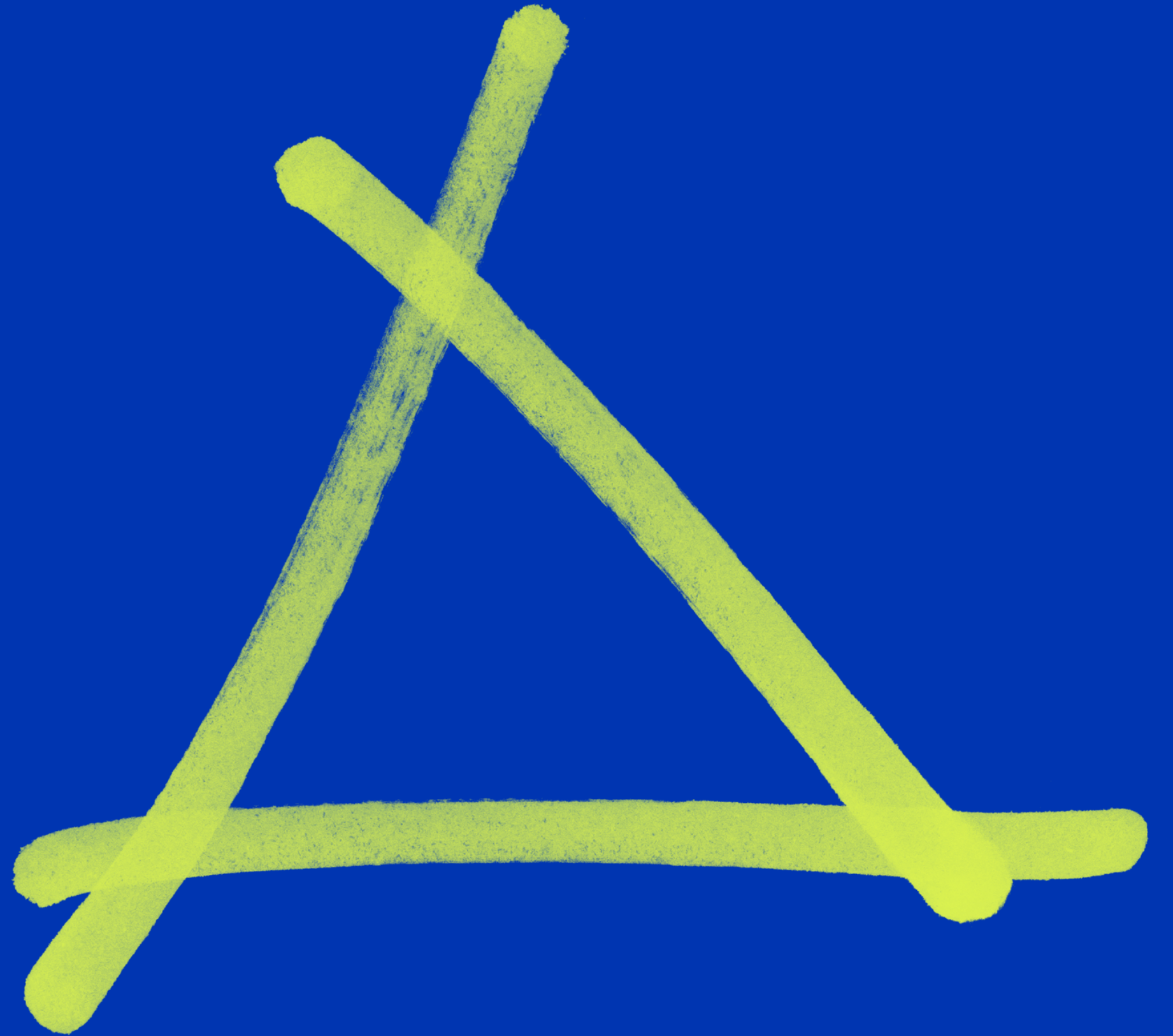
IGNITING A MOVEMENT

By leveraging storytelling, community building, and awareness-raising across multiple social media platforms, we aim to create a real connection for change, and become a critical link between charities, private companies, schools, and the people we serve. We will also place greater emphasis on real stories and connection, making the lived experience of those experiencing homelessness the focus of our advocacy efforts and the solutions we implement.



04.

OUR PILLARS FOR CHANGE



OUTREACH

Our volunteers connect with friends on the street through conversations and care packages. Our main goal is to form social connections and provide more meaningful opportunities for people to get involved and make a difference.

As the backbone of We Are Mobilise, scaling and improving our outreaches across the country forms a core strategic pillar over the medium term. We will continue to refine ways to equip everyone in Australia to lead their own outreaches.

Acknowledging that many people want to attend an outreach before they lead their own, we are also expanding centrally-led outreaches to occur more frequently, in more locations, and include training and development opportunities.

To make sure that people are supported and feel motivated to go on their own outreaches, we're also focusing on giving people ways to get in touch, share their experiences, and build a community around making a difference.

Outreaches are our avenue for everyone to make an impact.

Strategic priorities	Outcomes
Establish a presence in every state and territory	More people have access to volunteer opportunities
	More conversations between volunteers and people sleeping rough as stereotypes are challenged
	More people understand the experience of homelessness
Improve the volunteer pathway	More people have access to volunteer opportunities
	Volunteers use their insights and experiences to contribute to broader change



DIRECT GIVING

We aim to provide funding directly to those experiencing or at risk of homelessness. People are offered employment, support networks, and direct grants to empower them to create their own path out of homelessness.

To meet our commitment to Nedd and the donors around Australia of pushing forward with new and innovative ways of making the most impact for people experiencing homelessness, we are developing and aim to implement Australia’s first direct cash transfer program for our friends on the street. We Are Mobilise are excited to build partnerships with charity partners and private businesses to bring this to life.

Mobilise Matched consists of an employment and wellbeing pathway, with intake and wraparound case management provided by a key charity partner, and training and employment opportunities provided by a major business partner. We Are Mobilise can support participants’ successful completion of the program through providing direct cash transfers, matched to participants’ savings toward personal goals.

The Mobilise Kickstarter program provides direct rental assistance for 8 weeks, including bond payments, to help people at risk of homelessness access or maintain a rental property.

Strategic priorities	Outcomes
Distribute funding to people at risk of or experiencing homelessness	Participants make progress toward their personal goals
	Participants’ well-being improves
	Increased financial security for participants
	Increased housing security for participants
Fund positive impact across the sector through Funding for Innovation	The reach and/ or impact of existing initiatives increases
	Novel ways of addressing homelessness are developed and implemented
	Contribute to the evidence base about what interventions work for preventing and addressing homelessness



DIRECT GIVING CONT.

Recognising the risks associated with developing and implementing novel methods of addressing homelessness, there are few accessible funds available for early-stage ventures in this space. There are also limited funds available to support innovation in existing practice.

We Are Mobilise understand that the impact of work can be amplified through collaborative action and learning.

In the medium-term, a Funding for Innovation program will provide much-needed early-stage funding to people with aspirational and innovative solutions for homelessness. This is in line with our aim to give as many people as many avenues as possible to get involved and make a difference for our friends on the street.

Together, we can lift people out of poverty and homelessness.

Mobilise Kickstarter

Testimonial



"Our clients have been facing long-term homelessness, and with the Mobilise Kickstarter support, they've been able to finally get into their first private rental and break the decades-long cycle of generational homelessness."

- Case Manager, UnitingCare



**WE ARE
MOBILISE**



IGNITING A MOVEMENT

Leveraging storytelling to give a voice to those experiencing homelessness. We engage the public and private sector to get involved, develop solutions and drive change within our community.

We Are Mobilise started as an individual conversation for change and we believe advocacy is how we will continue that conversation at scale. This is why we are working to embed advocacy in our external messaging rather than maintain a separate focus or distinct program of work.

Using the power of social media and marketing, we can ensure the stories we are entrusted with by our friends on the street are used to drive a conversation for change. We aim to launch a new podcast featuring guests with lived experience of homelessness as one additional direct channel for storytelling.

We also aim to engage younger people in national conversations about homelessness, amplifying messages of aligned organisations. One example of this is our involvement in the 2023 Everybody’s Home campaign. We also aim to launch an education program for schools in Victoria.

Strategic priorities	Outcomes
Bringing people with lived experience of homelessness into storytelling	More people with lived experience of homelessness have opportunities to share their story and contribute to change
	More people hear directly from, and are aware of the issues affecting, people with lived experience of homelessness
Embed advocacy in marketing	Increased scale of conversations about homelessness
Amplify advocacy through partnerships	Increased scale of conversations about homelessness
	Coordinated messaging regarding homelessness and potential solutions throughout the sector



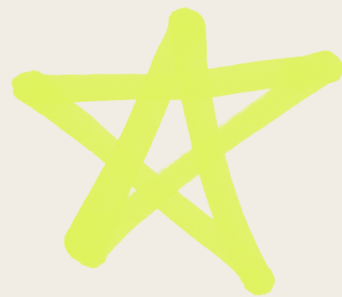
FUTURE FOCUS:

LIVED EXPERIENCE AT THE CORE

To date, we have been learning more and more about how best to engage our friends on the street directly in what we do. As we grow, we want to maintain the focus on amplifying the lived experience and find new ways to support people with lived experience to contribute to addressing homelessness.

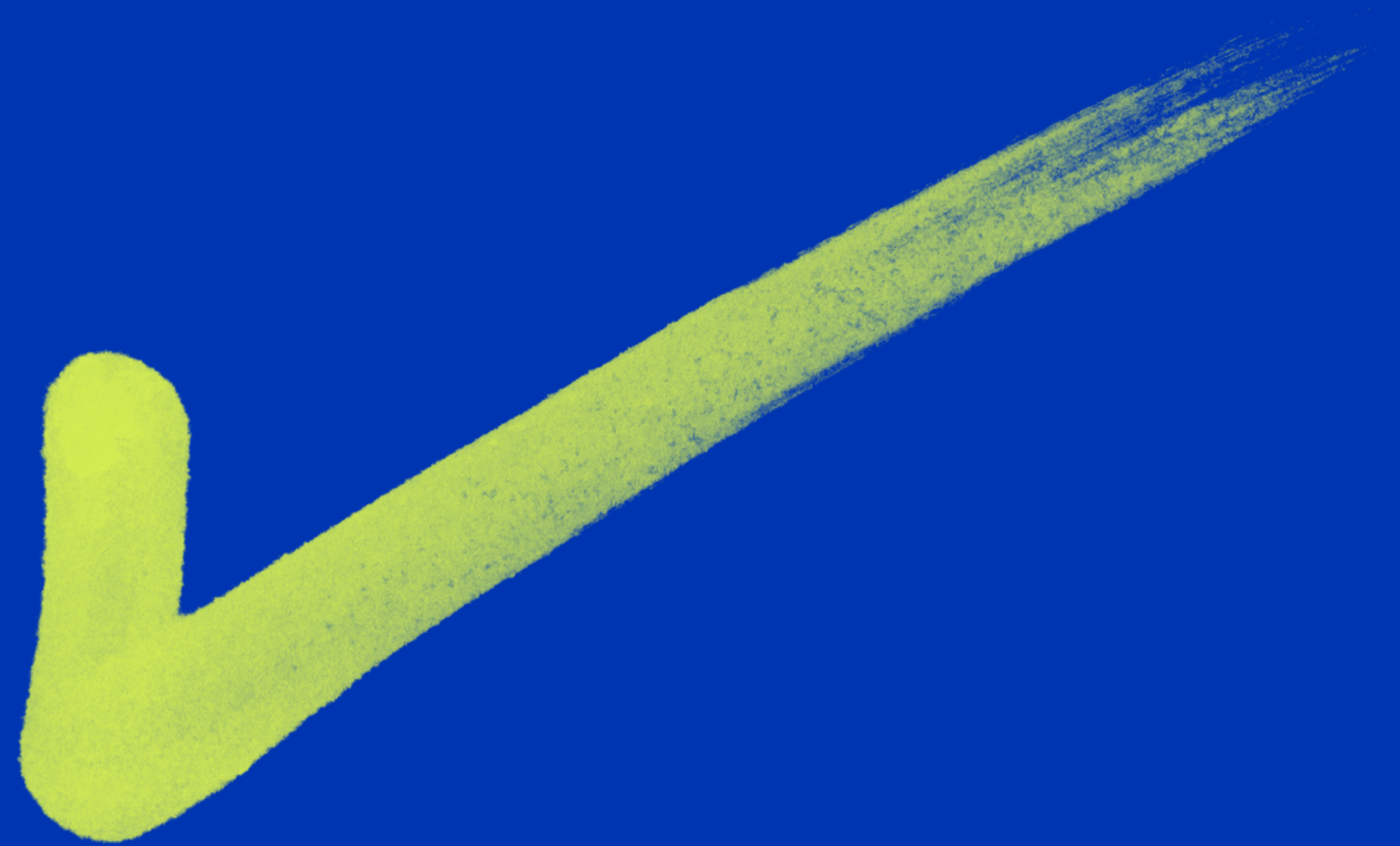
We are committed to establishing a lived experience advisory committee to ensure we are engaging with people as respectfully as we can and making the biggest impact on people's lives we can. We look forward to working with a range of charity partners to see this ambition come to life.

Our friends on the street have valuable insights to share and shape our work.



05.

**HOW WE WILL ACHIEVE
OUR GOALS**



KEY ENABLERS OF SUCCESS



CONNECTING ACROSS SECTORS

Given the abundance of organisations and work occurring across multiple sectors, We Are Mobilise are keen to leverage the expertise, experience and operations of others to achieve our aims in the most efficient and mutually beneficial way.



EFFICIENT WAYS OF WORKING

Effective governance will contribute substantially to the success of our initiatives, and in embedding strategic partnerships. This includes establishing a clearer executive team and interface with the Board, establishing steering committees and advisory groups to support programs and projects.



USING OUR DATA TO TELL OUR STORY

We Are Mobilise fully understands the importance of data-driven decision making, and of sharing insights to add to collective understandings of homelessness and the effectiveness of interventions. Fit-for-purpose systems and architecture, and strong evaluation capabilities and partnerships will underpin the work we do.



TECHNOLOGY-FOCUSSED APPROACHES

The massive uplift in technological capabilities seen over the long and short term have highlighted how beneficial the incorporation of technologies can be for our friends on the street. This is through efficiencies in delivering and tailoring supports, increasing the reach and scale of supports, and reducing the technological divide between people experiencing homelessness and the broader population.



OUR KEY MILESTONES FOR THE NEXT 3 YEARS

While we remain agile and responsive to new opportunities to make an impact as they arise, our high-level milestones and targets under the pillars described in this plan are outlined below. By the end of this period, We Are Mobilise aims to be operating as a national charity.

FY 23/24



- Mobilise Matched and Mobilise Kickstarter launch
- New State Outreach expansion
- Commence app development

Targets:

- 25 people into direct giving programs
- Outreaches in 1 new state

FY 24/25



- Expand the scale and variety of direct giving programs
- Lived experience advisory committee development
- Two new State expansions

Targets:

- 50 people into direct giving programs
- Outreaches in 2 new states
- Establishment of advisory committee
- Pilot of 1 new direct giving program

FY 25/26



- Expand the variety of direct giving programs
- Funding for Innovation program launch
- Operating nationally
- App release

Targets:

- 100 people into direct giving programs
- Outreaches in all states & territories
- Pilot of 1 new direct giving program



JOIN THE CONVERSATION FOR CHANGE

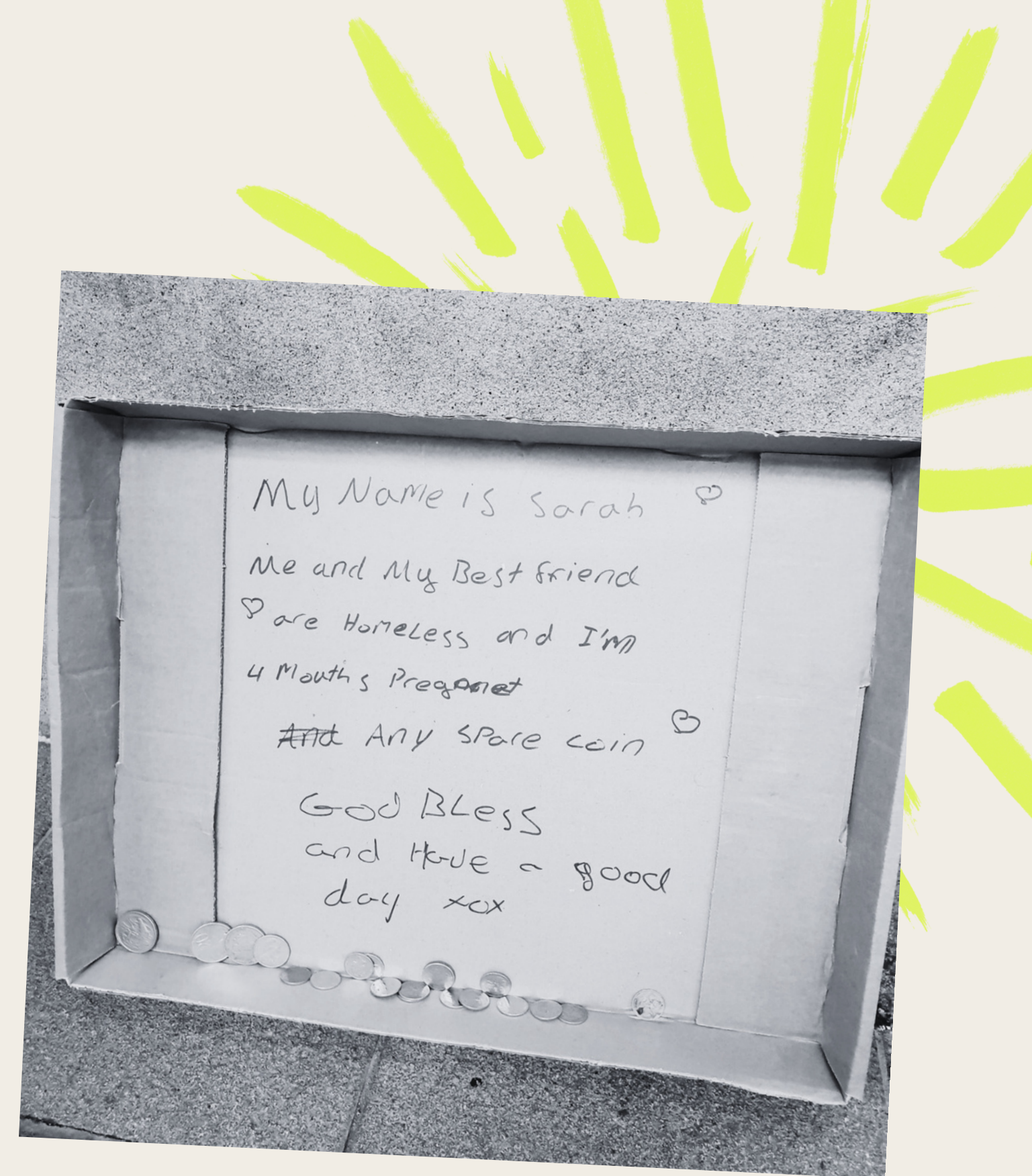
We Are Mobilise is entering an exciting new era, not only for our organisation but also for the sector, as we have the freedom to pursue innovative solutions to effect meaningful change.

Via our [website](#), you can

- Join an outreach in your city.
- Volunteer your time, we are always looking to fill volunteer positions across marketing, program design and management, digital operations, finance, and other key business areas.

Make sure you keep up with us on our socials!

Your support truly makes a difference and helps us learn, grow, and to make an impact for people experiencing homelessness.



**WE ARE
MOBILISE**

THANK YOU!



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