

* FUSION AUSTRALIA

NO ONE
RISES ALONE

ANNUAL
REPORT 2025



* ANNUAL REPORT 2025

NO ONE RISES ALONE

CONTENTS

Who We Are	3
Our Vision, Mission and Values	3
Organisational Report	4
What We Do	5
Our Impact in 2025	6
Program Highlights	7
Our Board & CEO	10
Financial Overview	12
Acknowledgements	13



ACKNOWLEDGMENT OF COUNTRY

Fusion Australia acknowledges the Traditional Owners of Country throughout Australia.

As we work across the country, we pay our respects to the Elders of these lands, past and present.



WHO WE ARE

Fusion Australia is a Christian, for-purpose youth-services organisation. We are a registered charitable not-for-profit and a verified provider of National Community Housing. We receive a variety of local, state and federal government funding and social enterprise income to deliver a range of early intervention and focused youth services.

Fusion Australia recognises that many young people in Australia face barriers at crucial times in their lives - unstable housing, childhood trauma, mental distress, isolation, and poverty. That's why Fusion Australia works to build strong foundations for young lives: a safe place to stay, a trusted mentor, and a community that believes in them. Our services are professionally delivered, outcomes-focused and trauma-informed to build young people up so they can find their way, develop with confidence, and step into their future. **Because no one rises alone.**

||| OUR VISION

Young people in Australia have purpose and connection, in a community that cares for them.

OUR MISSION

Mentoring and equipping young people who are vulnerable to build a strong foundation for their future.

x OUR VALUES

JUSTICE | COMPASSION | MERCY | RESPECT



NO ONE RISES ALONE

ORGANISATIONAL REPORT FROM OUR CEO AND BOARD CHAIR

Young people in Australia are navigating a world of change which offers expanding choices and connections, while also presenting new and persistent challenges. Opportunities to learn, work and engage are increasing, but so too are pressures related to mental health, cost of living, housing and social disconnection. This mixed reality shapes the context in which our work takes place.

In supporting young people, our teams across the country continue to provide practical support. For example, this year Fusion Australia supported **635 young people through mentoring programs**, and provided **22,036 nights of safe accommodation** through supported housing initiatives.

While this work remains constant, the environment around it is changing significantly. The youth, community and housing sectors are facing increasing demand, rising costs and workforce challenges. Funding is increasingly directed toward larger, integrated service models. Expectations of governance, data, and service quality continue to rise. Organisations that are unable to clearly demonstrate their impact and operate sustainably will find it increasingly difficult to compete.

These conditions have required deliberate changes to how we manage risk, prioritise resources, and deliver services. We must become more focused, more disciplined, and more accountable in how we deliver our work.

In response, we have launched the **Fusion Australia Strategic Framework 2025–2027**, setting a clear direction to move toward a sustainable and targeted service portfolio delivering measurable impact for young people.

Our focus is to strengthen what we do well, improve the consistency and quality of our programs, and make clear decisions about where we are best placed to operate.

This strategy is already underway. During the year we have invested in both our operating capability and program portfolio alignment to support consistent, safe and compliant service delivery. This investment has included further improving financial capabilities, tightening governance practices, and strengthening corporate services. A number of programs and organisational functions were reviewed, leading to decisions to strengthen some areas of work and to cease or transition others that are no longer aligned with our strategy or sustainable over time.

One such decision was to handover the Fusion Mental Health Units in Geraldton to a new provider. This deliberate choice was not a reflection on the value of the program, but a recognition that another provider is better positioned to deliver specialist mental health services at the scale and standard required to better serve clients. Handover is due to take place in June 2026.

We thank our partners who work alongside us and share in the commitment to supporting young people in their communities. Your ongoing support and collaboration make this work possible. This includes funders, foundations and service delivery partners.

We thank our staff and volunteers who continue to serve young people with dedication and care, often in demanding circumstances. This includes both our frontline teams, who walk directly alongside young people, and our support teams, whose work enables safe, consistent and effective service delivery across the organisation.

We acknowledge and thank Rohan Prowse for his service as a Director, concluding his term in early 2026. His contribution to the organisation has been valued and appreciated.

Finally we thank the young people who entrust us to be part of their lives.


PATRICK WITCOMBE
Chief Executive Officer




PAUL RYAN
Board Chair

HOW WE SUPPORT YOUNG PEOPLE

At Fusion Australia, we support young people to find purpose and connection in communities that care. We engage early, walk alongside people through challenge, and invest in their strengths so they can build strong foundations for the future.

Our services are shaped around key areas of need, working holistically with individuals, families and communities to create lasting impact.

YOUTH WORK IN SCHOOLS

Delivering evidence-informed, school-based programs that build resilience, wellbeing, and positive connections, helping young people feel **safe, engaged, and better equipped** to navigate life and learning, including seminars, structured group programs, and informal recreational activities.

YOUTH WORK IN COMMUNITY

Creating inclusive community-based activities and safe spaces where young people develop belonging, relationships, and life skills that strengthen **resilience and connection**, including recreational programs, outreach, and adventure-based learning.



TARGETED SUPPORT OF YOUNG PEOPLE

Providing tailored, intensive support - including casework, counselling, early intervention, living skills development, and referral and advocacy - for young people facing higher risk, **enabling stability, independence, and improved life outcomes**.

HOUSING AND SUPPORT

Providing crisis to medium-term housing and outreach support alongside wraparound, trauma-informed care, enabling young people to build life skills, strengthen wellbeing, and **transition toward long-term independence** and housing stability

COMMUNITY PROGRAMS

Delivering inclusive community programs and supports for families and broader age groups - such as parenting programs, family connection activities, and community-wide events - that strengthen relationships, **build family capacity, and foster supportive environments** where young people are more connected, resilient, and able to thrive.

ENTERPRISES AND MATERIAL RELIEF

Generating sustainable income and delivering essential food and material support that reduces hardship, improves immediate wellbeing, and **strengthens community resilience**, while reinvesting resources to increase impact for young people.

**NO ONE
RISES ALONE**

OUR IMPACT 2025

In 2025 we supported **11,817** people in Australia

THROUGH:

549 youth school programs

862 youth community programs

1,890 1:1 youth mentoring or casework sessions

* **1,191** general community programs

1,167 Home Modifications or Maintenance

INCLUDING:

* **860** people supported towards stable accommodation and living
across **22,036** bed nights

1,300 supported with community meals

21,386 instances of food relief

THANKS TO THE WORK OF:



170 Employees

388 Volunteers

OUR 2025 HIGHLIGHTS

BUILDING A STRONG FOUNDATION

THROUGH SCHOOLS BASED YOUTH WORK

Strengthening identity, confidence and wellbeing to help young people feel connected and capable of a positive future.

Grace*, a young Australian student of Samoan heritage entered the Make Your Mark program feeling uncertain about her cultural identity and experiencing instability across home and school environments. Moving between households and peer groups left her feeling disconnected and unsure of where she belonged.

Throughout the term, the program provided a consistent and supportive space for reflection. Grace engaged strongly with the program's *Te Whare Tapa Whā* model, which supported her to understand her wellbeing holistically and begin rebuilding a sense of identity and balance. This framework played a key role in strengthening her confidence and establishing a foundation for her future.

As the program progressed, youth workers observed clear growth in her body language, participation, and overall

self-assurance. She began to express pride in her cultural background and contributed more openly within the group.

By the end of the program, Grace demonstrated significant confidence by performing a traditional Samoan *siva* (dance) for the first time and volunteering to write and present a speech at the program's showcase event. These milestones reflected a renewed belief in her voice and her potential.

In her feedback, she shared that she now feels more connected, heard, and confident in her identity.

Most importantly, she expressed that the program helped her feel capable of a positive future, with the confidence and foundation needed to pursue her goals.

**Name changed for privacy*

NO ONE RISES ALONE

BUILDING A STRONG FOUNDATION THROUGH YOUTH LEADERSHIP CAMP

Fostering confidence, connection and belonging through shared experiences and peer-supported growth.

This year's youth camp brought together a diverse group of young people, including both new participants and those returning. While new group dynamics can present challenges, the program's strong, values-based culture provided a consistent foundation from the outset.

Throughout the camp, young people were encouraged to affirm one another, work collaboratively, and engage in meaningful discussion. A range of activities challenged participants both individually and as a group, creating opportunities to build confidence, resilience, and trust.

Participants were given space to reflect, listen, and contribute, strengthening their sense of connection and belonging within the group. One young person shared that they "really enjoyed getting to meet new people and stepping outside my usual circle."

These shared experiences foster a supportive environment where young people feel valued and included. In turn, this strengthens their confidence and equips them with the interpersonal skills and self-belief needed to navigate challenges beyond the camp setting.

Supporting young people to move from crisis to stability, building the skills and confidence needed for independent living.

Taylor* entered our refuge program following a period of housing instability, limited family support, and increasing disengagement from education. On arrival, they identified challenges with routine, anxiety and confidence, and felt uncertain about their ability to live independently. Their immediate needs centred on safety, stability, and rebuilding confidence.

Over 12 weeks, through consistent mentoring, structured case management, and a safe living environment, Taylor began to establish daily routines and develop essential independent living skills. This included budgeting and managing expenses, maintaining their living space, navigating shared living arrangements, attending appointments, and re-engaging with education.

Over time, tasks that once felt overwhelming became achievable and, increasingly, enjoyable.

Staff observed a significant shift in confidence and independence. Taylor achieved their case management goals, returned to full-time education, and demonstrated increased responsibility in their day-to-day life. They also felt confident enough to share a creative project they had developed during the program.

Importantly, they developed stronger coping strategies and a more positive outlook for the future.

Upon exiting the program, Taylor reflected that stable accommodation, consistent support, and the living skills program provided a strong foundation for long-term independence, stability, and wellbeing.

BUILDING A STRONG FOUNDATION THROUGH SAFE HOUSING AND SUPPORT



BUILDING A STRONG FOUNDATION THROUGH PARTNERSHIP

Demonstrating how sustained partnership delivers measurable improvements in wellbeing, resilience and long-term outcomes for young people.

Bobby*, a participant in the program, described it simply: *"I really think it (Fusion Australia) saved my life sometimes."*

In 2025, Fusion's Youth Wellbeing Program in Perth - delivered in partnership with the **Stan Perron Charitable Foundation** - supported a group of young people experiencing homelessness, trauma, and significant mental health challenges. At entry, most participants presented with clinical levels of anxiety, depression, and high stress, highlighting the complexity of need.

Through consistent engagement across the year, young people participated in a range of structured, therapeutic and community-based activities, including equine therapy, creative programs, and outdoor experiences. These were designed to support emotional regulation, build trust, and strengthen connection and belonging.

By the end of the program, outcomes demonstrated significant improvement across all key measures. The number of participants experiencing clinical levels of depression and anxiety reduced substantially, and every young person recorded an improvement in overall wellbeing. All participants also reported feeling safe and supported throughout the program.

Beyond the data, young people developed stronger coping strategies, increased self-awareness, and began to build trusting relationships with adults - often for the first time. Importantly, many also began to express hope for their future and a sense of possibility.

These outcomes were made possible through sustained philanthropic partnership. Support from the Stan Perron Charitable Foundation enabled a consistent, wraparound model of care, bringing together multiple services to respond to complex needs in a coordinated way.

Looking ahead, the program is well-positioned to deepen its impact. Early improvements in wellbeing are expected to contribute to stronger long-term outcomes, while ongoing refinement of the model and continued partnership will support expansion to reach more young people.

This partnership demonstrates the power of combining evidence-based practice with long-term investment - creating not only immediate change, but a foundation for lasting impact.

**Name changed for privacy*



STAN PERRON
CHARITABLE
FOUNDATION

NO ONE [≠] RISES ALONE

OUR BOARD OF DIRECTORS

The following outlines the qualifications, tenure, and committee responsibilities of Fusion Australia's Board Directors, demonstrating the breadth of governance, financial, and sector expertise supporting the organisation.



PAUL RYAN **BOARD CHAIR**

Bachelor of Theology; Bachelor of Science (Honours – Psychology); Graduate Diploma in Psychological Studies; Graduate of the Australian Institute of Company Directors.

Joined the Fusion Board of Directors in September 2022. Board Chair and Member of the Care and Corporate Governance Committee.



THOMAS GRIFFITHS **DEPUTY BOARD CHAIR** **FINANCE AND AUDIT COMMITTEE CHAIR**

Fellow of Chartered Accountants Australia and New Zealand; Master of Applied Finance; Graduate of the Australian Institute of Company Directors.

Joined the Fusion Board in 2023, is the Deputy Chair and Chair of the Finance and Audit Committee.



SARAH FRASER **CARE & CORPORATE GOVERNANCE COMMITTEE CHAIR**

PhD (Public Health); Master of Nursing (Child Health and Development); Bachelor of Nursing.

Joined the Fusion Board in July 2024 and Chair of the Care and Corporate Governance Committee.



LASHITHA DEVADASON

Member of Chartered Accountants Australia and New Zealand; Bachelor of Commerce (Honours).

Joined the Fusion Board in July 2024 and Member of the Finance and Audit Committee.

Use the QR code to access the full bios of our
Directors and Management Team





BEVERLEY RANKIN

Bachelor of Science (Forestry); Graduate Diploma of Theology; Diploma of Youth and Community Work; Certificate IV in Training and Assessment; ICDA Certified Community Director.

Joined the Fusion Board in 2023.



ANNELISE SCHRODER

Bachelor of Laws (Honours); Bachelor of Social Science.

Joined the Fusion Board in 2023 and Member of the Finance and Audit Committee.



DOROTHY KNOX

Bachelor of Arts (Sociology); Diploma of Education; Certificate IV in Youth and Community Work; Certificate IV in Training and Assessment; ICDA Certified Community Director.

Joined the Fusion Board in 2021 and Member of the Care and Corporate Governance Committee.



STEPHEN HAMILTON

Diploma of Youth and Community Work; Graduate of the Australian Institute of Company Directors; Electrical Trades Certificate.

Member of the Fusion Board. Member of the Care and Corporate Governance Committee.



ROHAN PROWSE

Bachelor of Economics (First Class Honours); Associate of the Institute of Actuaries of Australia; Diploma of Youth and Community Work.

Served on the Fusion Board during 2025 and Member of the Finance and Audit Committee.



PATRICK WITCOMBE

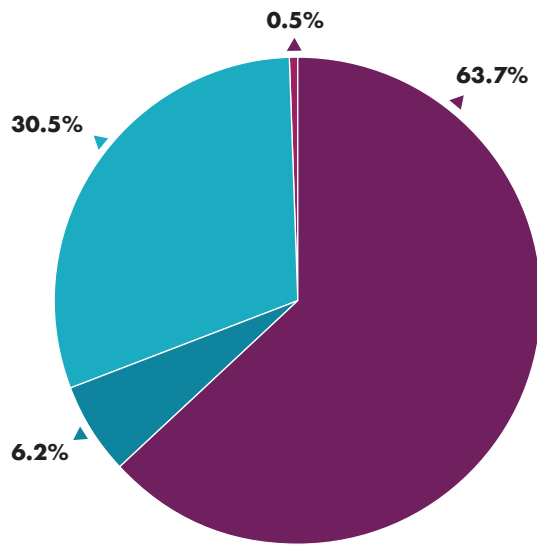
CEO + COMPANY SECRETARY

Bachelor of Laws; Bachelor of International Studies; Master of Business Administration.

Appointed CEO in September 2024. Member of the Finance and Audit Committee and the Care and Corporate Governance Committee.

NO ONE RISES ALONE

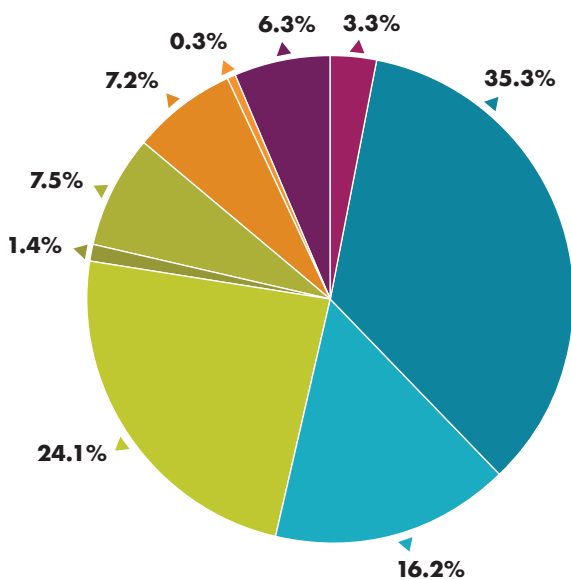
FINANCIAL OVERVIEW



WHERE THE MONEY CAME FROM

- 63.7%** Government Funding
- 6.2%** Fundraising Income
- 30.5%** Self Generated Income
- 0.5%** Passive Income

Deduct: subsidiary income -1.0%



WHERE THE MONEY WAS SPENT

- 3.3%** Training and Education
- 35.3%** Youth and Other Housing and Accommodation Services
- 16.2%** Frail and Aged Assistance
- 24.1%** Youth Work Activities
- 1.4%** Youth and Community Activities
- 7.5%** Fusion Australia Op Shops
- 7.2%** Other Social Enterprises
- 0.3%** Marketing and Promotions
- 6.3%** Administration and Other

Deduct: subsidiary expenses -1.6%

Use the QR code to access our full **Financial Report 2025**



ACKNOWLEDGMENTS

Fusion Australia is committed to developing networks and working in partnership with other organisations, churches, businesses and others of good will for the benefit of our local, national and global communities.

It is said that “it takes a village to raise a child”. In the same way, it takes more than just one person or organisation, to build a strong community that will better care for its young people. It needs a coming together of a whole community with an investment beyond the needs of the current generation.

Fusion Australia Ltd. is supported in a variety of projects through funding or donations from the following bodies



Australian Government



FUSION AUSTRALIA LTD IS VERIFIED AS A

National Community Housing Provider
 NDIS Registered Provider
 Registered Charity (ACNC)



FUSION AUSTRALIA LTD IS COMPLIANT WITH THE

NSW Disability Quality Framework (QIP)
 National Mental Health Standards
 Human Services Standards VIC
 Aged Care Quality Standards 2019
 NSW Community Services Practice Framework
 and NSW Human Services Outcomes Framework

Use the QR code to find out more about Fusion Australia's approach to Governance, Child Safety and Risk





* ANNUAL REPORT 2025

NO ONE RISES ALONE



Fusion Australia Ltd

185 Warrigal Road Hughesdale, VIC 3166
national@fusion.org.au

www.fusion.org.au 

[@fusionaustralialtd](https://www.linkedin.com/company/fusionaustralialtd) 

[@fusion_australia](https://www.instagram.com/fusion_australia) 

[@fusionaustralialtd](https://www.facebook.com/fusionaustralialtd) 