



**ANNUAL
REPORT
2024/25**



BETTER TOGETHER



ACKNOWLEDGEMENT OF COUNTRY

MCM acknowledges the Traditional Owners of the waterways and the lands where we work and pay our respects to Elders past and present. MCM also acknowledges the ongoing leadership role of First Nations Communities in creating services and supports to ensure that all First Nations children are raised in safe, healthy, and culturally rich families and communities, and have every opportunity for a bright future.

RESPECT OF DIVERSITY

We commit to ensuring everyone we work with is safe, empowered, supported and respected, especially children and young people. We support and celebrate diversity of race, culture, ability, gender, sexuality and gender identity.



Cover image:
Winner of the inaugural Youth Foyers Art Exhibition Roy Chen painted *In the glow of belonging*.

“ This artwork represents my aspirational vision of ‘home’ as a space where light, nature and personal reflection converge. The radiant sunset with its gradient of yellow, orange and red, symbolise the passage of time and the beauty found in life’s fleeting moments. As the light filters through the house window, it reflects the inner warmth and hope that I yearn for in my own sanctuary. The tree in the backyard stands as a symbol of growth, rootedness, and the timeless connection to nature. This place captures the essence of home not just as a physical space, but as a place of emotional refuge, growth and peace - a vision I strive to bring to life.”

ABOUT MCM

WE PUT PEOPLE FIRST

MCM believes that all people should have every opportunity to live the life they aspire to, their way, and build a future they choose.

WE DO OUR BEST WORK WHEN:

We come together as one to provide integrated services that put the voices of those we support and advocate for first.

We focus on addressing the needs of the whole person and deliver a holistic service that achieves sustainable positive change in people’s lives.

WE DISRUPT DISADVANTAGE

Our focus is on creating new possibilities for children, young people and adults experiencing disadvantage.

Our range of services, and our presence across Victoria continues to expand, as we identify new opportunities for positive change.

WE LEAD THROUGH INNOVATION

Our establishment in 1854 was one of Melbourne’s earliest innovations. We’ve continued to embrace innovation and creativity to meet the changing needs of our communities.

WE RAISE AWARENESS

We give a voice to people who are currently facing barriers in achieving their best life, to incite positive change in the wider community.

By sharing stories, raising our voices, and encouraging people to learn about the communities around them, we hope to give everyone the chance to live their life, their way.



CONTENTS



Look out for this icon throughout the annual report to click through to documents and news on our website.

Our Leaders	
MCM Board	4
MCM Executive Team	5
Board Chair and CEO Report	6
Lived Experience: Building a future one step at a time	8
MCM Strategy Update: Driving progress through possibility	9
Embedding lived experience at the heart of MCM	12
Lived Experience: Support bridges the gap to stability	13
Our advocacy	14
Lived Experience: From winter streets to warm shelter	16
MCM Services	18
Youth Early Intervention and Adult Homelessness	20
Intensive Child and Family Services	22
Youth Homelessness and Leaving Care Services	24
Palliative care: Sector leading compassionate care close to home	26
Welcome to Quantum Support Services	28
Doing School Differently: A year of growth at Hester Hornbrook Academy	29
Living Learning Program	30
MCM Housing: A foundation for change	31
Our People	
Championing diversity and inclusion	32
Our Volunteers: Making a lasting difference	33
Youth Housing Initiative: A flagship for system reform	36
Thank you to our donors, partners and supporters	
2025 Sleep At The 'G	38
Our philanthropic partnerships	40
Our Financials	
Statement of profit or loss	43
Statement of financial position	44

OUR LEADERS

MCM BOARD

Our Board sets the foundation for our Purpose, Philosophy, and Values, providing strategic guidance, upholding governance standards, and ensuring that MCM optimises outcomes for every individual and community who engage with our services.



Jonathan Mortimer
Board Chair



David Rennick
Chair of Hester Hornbrook
Academy Board



Nadine Bartholomeusz-Raymond
Board Director



Sandra Brogden
Board Director



Caroline Sheehan
Board Deputy Chair
and Chair of Board
Nominations and
Remuneration Committee



James Lye
Chair of Quantum Board



Cristina Wolters
Member of Board Finance
Investment and Audit
Committee



Tamara Dune
Member of Board Finance
Investment and Audit
Committee



Gloria Yuen
Member of Board
Quality Safety and Risk
Committee



Stacey Ong
Chair of Board Quality
Safety and Risk
Committee



Lavinia Parker
Member of Board
Nominations and
Remuneration Committee



Catherine Ho
Board Director

MCM EXECUTIVE TEAM



Vicki Sutton

Chief Executive Officer
(to September 2025)



Marie Scotson

General Manager
People, Quality and Safety



Sean Spencer

General Manager
MCM Services



Stuart Davies

General Manager
Corporate Services



Lisa Dalla-Zuanna

Executive Officer
MCM Housing



Sue Albert

General Manager
Philanthropy, Partnerships
and Brand



Natalie McDonald

CEO
Quantum Support Services



Sally Lasslet

Principal
The Hester Hornbrook
Academy



Renae Johnson

General Manager
Philanthropy,
Partnerships and Brand
to February 2025



Shorna Moore

Head of Policy Advocacy
and Government Relations



Joel Doutch

Head of Strategy
Outcomes and Innovation

TURNING POSSIBILITY INTO PROGRESS

As we celebrate 170 years of continuous service, we do so with a clear vision to create pathways to possibility for every person, family and community we serve.

A YEAR OF CONNECTION AND PROGRESS

At the heart of everything we do is the belief that every person deserves dignity, safety and the chance to thrive. Throughout the year that belief came to life across hundreds of programs, from crisis housing to inclusive education, from family violence recovery to disability and community support.

Our services continued to deliver meaningful change for people like Gary, who went from sleeping rough through freezing winter nights to finding warmth and safety. Or for Tracey, who rebuilt her life from sleeping in two cars at a service station to a stable home; and for Betty, a young international student who was able to continue her studies and secure her own rental after receiving support when she had nowhere else to turn.

Each story reminds us that behind every statistic is a person and behind every person, is a network of care, persistence and partnership that makes transformation possible.

A STRONGER MCM

This year also saw MCM take an important step forward in our mission. In February, Quantum Support Services joined MCM, expanding our reach across Victoria and enabling us to support more young people and families.

Quantum's deep roots in Gippsland and its expertise in family violence, homelessness, care and family support make it a natural and powerful partner for MCM as we look to grow our impact outside Melbourne. Quantum continues to deliver for local communities while benefiting from shared capability, advocacy and innovation across the wider MCM network.

Together with Hester Hornbrook Academy, MCM Services

and MCM Housing, Quantum's addition strengthens our ability to respond to complex challenges and to build more connected, person-centred systems of support.

DELIVERING IMPACT THROUGH INNOVATION

Our 170th year also marked the halfway point of our strategic plan, 'Possibilities. On'. Built around four pillars, *Enable, Deliver, Grow* and *Innovate*, the plan continues to guide our actions and hold us accountable to the change we seek.

We've invested in our people, with more than 84% of staff now supported by active development plans and two-thirds of leadership roles filled internally. We've embedded lived experience voices to the way we deliver services through our LEEP Framework and launched our first cohort of lived experience advisors, ensuring that those who use our services shape how they are designed and delivered.

Innovation has remained at the forefront. Our Amplify Pilot, supporting young victim-survivors of family violence, has been positively evaluated by RMIT's Centre for Innovative Justice, while the Youth Housing Initiative, evaluated by Monash University, continues to demonstrate the effectiveness of wraparound, trauma-informed support.

Each of these projects reflects MCM's determination to connect evidence with empathy, and to deliver practical models that influence systems well beyond our own services.

STANDING WITH YOUNG PEOPLE

Our youth homelessness programs continue to respond to record demand. Frontyard Youth Services alone delivered more than 31,000 individual episodes of support this year. It is a testament to the dedication of our teams and the resilience of the young people we walk alongside.

Through initiatives like Amplify, Check-In and Better

Futures, MCM is building pathways out of homelessness and into stability. We are ensuring that young people not only have a safe place to sleep tonight but also the tools and confidence to build a future of their own choosing.

LOOKING AHEAD

MCM stands on strong foundations, strengthened by our people, partners, donors and communities. As we move forward, we do so with humility and purpose, committed to advocacy, innovation and impact that lasts.

Together with MCM Housing, MCM Services, Hester Hornbrook Academy and Quantum Support Services, we are turning 170 years of care and courage into a future of possibility and one where every person has opportunity.

We thank our Boards, leadership team, staff, volunteers, funders and partners for your unwavering commitment. It is through your belief and dedication that MCM continues to lead, to serve and to create lasting change.



Jonathan Mortimer
MCM Board Chair



Paul Wappett
Interim MCM CEO

THANK YOU

TO VICKI SUTTON

After nearly a decade of dedicated leadership, we extend our thanks to outgoing CEO, Vicki Sutton, who officially finished at MCM in September 2025.



Vicki's nine years as CEO were marked by a deep commitment to strengthening MCM's impact, modernising its systems, and championing the people and communities we serve. From her first day in the role, Vicki led with authenticity, compassion, and a strong belief in the power of people to drive meaningful change.

Under her leadership, MCM grew into a more connected and contemporary organisation expanding our services, investing in our workforce, and navigating complex challenges together, including the unprecedented years of the COVID-19 pandemic. She guided MCM through times of transformation with steady purpose and optimism, ensuring that our vision and values remained at the heart of everything we do.

As Vicki reflected when announcing her departure, "My greatest learning has come from spending time with you, our incredible teams. I have constantly been reminded of what truly matters: the trust you build with people, the safe spaces you create, and the difference you make in people's lives."

LIVED EXPERIENCE

BUILDING A FUTURE ONE STEP AT A TIME

Tracey, a single mother of 3 adult sons, was living in 2 cars at a Melton service station on the Melton Highway, together with her 2 dogs.

With nowhere else to go, the family had been sleeping rough, their belongings scattered between vehicles and storage. Tracey was doing her best to keep her family together despite having no stable place to call home.

Tracey attended the Earth Village seeking help. Recognising her need, the staff suggested she return the following week when the MCM outpost team would be on site.

MCM staff met with Tracey and explained the Melton Rough Sleeper Program and what support could look like. Tracey agreed to complete the intake process, including a direct assessment, which meant she would not need to visit an access point in person. This step removed a significant barrier for Tracey to receive the support she and her family needed.

...for the first time in months Tracey and her 3 sons had a roof over their heads.

MCM's team told Tracey that support would be provided for 6 weeks, with the possibility of extending for an additional 6 weeks if needed. Thankfully, within the early days of Tracey's support, the Salvos advertised a vacant crisis property that was ideal for her family. Tracey's application was successful, and for the first time in months, she and her 3 sons had a roof over their heads.

But MCM's support didn't end there, with the team working to support Tracey on a long-term path to stability. They advocated to extend her lease for a further 13 weeks beyond the initial 13-week period, giving the family crucial breathing room. During this time, MCM worked intensively with Tracey to build her capacity to secure private rental.

The case manager assisted Tracey in setting up an online rental profile. They provided hands-on support with searching for properties, attended inspections and completed applications. They also advocated directly with real estate agents on Tracey's behalf, helping to address any barriers she faced as someone exiting homelessness.

The support paid off. Tracey successfully secured a 12-month private rental lease agreement. MCM also supported her to apply for an Office of Housing bond loan and applied to the Salvos Private Rental Assistance Program for rent in advance.

When her crisis property tenancy ended and the time came to move into her private rental, MCM arranged and funded removalists to collect the family's belongings from storage. This practical support meant Tracey could move with dignity, bringing the possessions that made a house feel like home.

Tracey's experience shows the importance of assertive outreach combined with sustained, practical support. From sleeping in 2 cars at a service station to holding the keys to a 12-month lease, Tracey's journey shows what's possible when people are met where they are and given the tools, advocacy and time they need to rebuild their lives.

NB: Names in this story have been changed to protect the privacy of the individuals involved.

STRATEGY ON TRACK

DRIVING PROGRESS THROUGH POSSIBILITY

This year has marked 2 milestones for MCM; the halfway point of our strategic plan Possibilities. On., and our 170th year of continuous service to Victorians.

From our beginnings in 1854 to today's MCM, which now includes MCM Housing, Hester Hornbrook Academy and Quantum Support Services, we've grown into one of Victoria's leading for-purpose organisations. Over this time our commitment has remained to create pathways to possibility for young people and families through housing, education, and family and community services.

Built around 4 strategic pillars, *Enable, Deliver, Grow* and *Innovate*, 'Possibilities On' provides a clear and ambitious framework for ending youth homelessness, expanding access to housing and improving outcomes for the people and communities we support.

ENABLE

We are enabling our workforce to do their best work

A thriving workforce is essential to delivering lasting social impact. MCM is ensuring all staff have opportunities for growth and development and by the end of 2024-25, 84% of our people had active development plans in place. This puts us on track to meet our target of 100% by 2027.

We also exceeded our leadership development target, with 65.5% of leadership vacancies filled internally as we nurture the next generation of sector leaders.

Our focus on professional growth and wellbeing has continued through mentoring, capability-building programs and communities of learning that strengthen both practice and connection.

DELIVER

We are delivering sector-leading services

This year we made important progress in embedding the Lived Experience Engagement and Participation (LEEP) Framework, ensuring people with lived experience have genuine influence in service design, governance and advocacy.

Our first lived experience advisors joined MCM,

contributing their insights to improve services across housing, education, family and youth programs. Their work strengthens inclusion and builds accountability. It ensures our decisions reflect the realities of those we serve.

Across the organisation, our programs are integrating trauma-informed and healing-oriented approaches, connecting evidence with empathy to deliver lasting and meaningful impact.

GROW

We are empowering more people towards positive pathways of their choice

Growth this year has been both strategic and significant.

In February, Quantum Support Services joined MCM, marking a major milestone in our expansion and ability to reach 5% more young people and families in Victoria.

Quantum, a trusted Gippsland provider for more than 30 years, brings deep expertise in family violence, homelessness, care and family support.

Hester Hornbrook Academy has also grown this year, with more than 700 students enrolled across its campuses. This number is the largest yet, with the academy successfully delivering inclusive education to help connect, learn and build confident, stable futures.

INNOVATE

We are innovating and advocating for lasting system change

Innovation remains a defining feature of MCM's approach to tackling systemic gaps.

Our Amplify Pilot Project, supporting young victim survivors of family violence, has been positively evaluated by RMIT's Centre for Innovative Justice, confirming the program's impact and backing the case for its expansion across Victoria.

Evaluated by Monash University, the Youth Housing Initiative demonstrated the effectiveness of wraparound support that combines safe housing, education, health and

employment pathways. Both pilots show how targeted innovation can reshape systems and create new models of care.

Data collection and evaluation is essential as we create programs and services that best meet people's needs. Every program across MCM now has a program logic that links outcomes to intended impact. This evidence-based approach enables consistent measurement and real-time learning.

We are training teams to use data not only for accountability but for reflection and innovation. To understand the difference they make and identify new opportunities.

Creative ideas from our 2023-24 MCM Innovation Process continue to move from concept to implementation.

This includes:

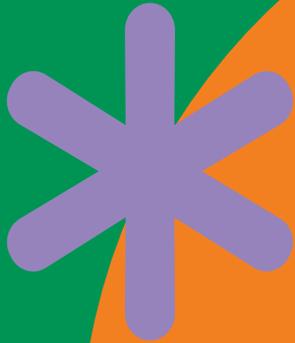
- developing a Healing and Connection Framework to improve how we help young people reconnect with family and supports
- researching a Neuro-Affirming Framework to guide inclusive practice
- working to address gaps in disability assessments for children identified by our Early Childhood Intervention Services team
- exploring new ways to connect young people with employment opportunities through social enterprise partnerships and a new Project Pass initiative
- collaborating with Quantum Support Services to transition its successful ABC Program into an ongoing statewide initiative.

At a policy level, MCM continues to advocate for stronger youth housing, mental health, education and family violence systems, collaborating with sector and government partners to influence lasting reform.



Quantum and MCM leaders gathered on Gunaikurnai lands at Lardner Park in February 2025 to get to know each other and explore our shared values and purpose.





**EMBEDDING
LIVED
EXPERIENCE
AT THE HEART
OF MCM**

NOTHING FOR US, WITHOUT US

A NEW FRAMEWORK TO INFORM EVERYTHING WE DO



A year ago, we launched our [Lived Experience Engagement and Participation \(LEEP\) Framework](#) to make sure the voices of people who use our services are heard in the organisation's decisions, design and advocacy.

The framework was designed to strengthen how lived experience informs everything we do, from shaping programs and improving services to influencing system-wide reform. It reflects a belief that those who have walked the path know best what works, what doesn't and how things can be better.

To bring the framework to life, MCM established a Lived Experience Advisory Group. The group is made up of 5 young people aged 18 to 24, each bringing unique insight from their experiences with housing, family violence, mental health and social services.

Supported by the MCM Policy and Advocacy team, the advisors work one day a week, advising on service design, governance and policy development. Their role is formally embedded across the organisation, making it a core part of how MCM operates.

The group meets with different teams across MCM to provide advice, co-design projects and share feedback on how policies and environments affect young people. Their perspectives help staff understand the impact of decisions through the eyes of actual service users.

A year of impact

In just one year, the group has worked with teams across MCM. Their input has shaped projects ranging from housing design to practice frameworks and language choice.

They've also taken part in sector advocacy, research and policy reform at both state and national levels, contributing to consultations, campaigns and conferences that amplify the voices of young people.

Embedding lived experience within policy and decision-making ensures that young people's perspectives inform not only service delivery but also how the organisation represents its values in the community. The approach is adding real-world wisdom that can't be learned from data alone.

Voices for change

The advisors share a common goal to make systems fairer and more responsive for the young people who come after them.

They've experienced firsthand the barriers created when services operate in silos. It happens when a young person must retell their story multiple times, or when support stops because their circumstances no longer fit a category. These young people want to change that.

From calling for Youth Allowance rates that match JobSeeker so young people can afford stable housing, to pushing for holistic service models that recognise intersecting challenges such as chronic illness and mental health. The principle that guides their work is simple but powerful: nothing for us, without us.

The Lived Experience Advisory Group is helping design environments and services that feel safe, healing and inclusive instead of adult-centred or prescriptive. Their influence extends to how we approach relational practice and trauma-informed care, reinforcing our Healing Oriented Framework (HOF).

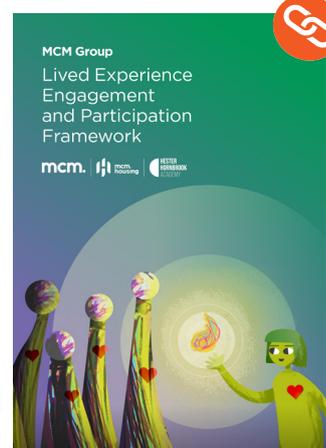
As well as the clear social benefits, embedding lived experience brings strategic and financial value. Increasingly, government and philanthropic funders expect to see authentic participation and co-design.

By building this capacity internally, we can show accountability and relevance in funding bids and partnerships. It also deepens trust with our clients and communities by demonstrating that we listen and learn from the people we serve.

The next chapter

Led by the MCM Policy and Advocacy team, this project's next phase will see the framework's principles rolled out across MCM with practical actions for every program and function. For MCM, this is more than a project. It represents a cultural shift towards co-design, shared leadership and systems that reflect real lives.

The advisors describe their work as "making the road easier to travel" by using what they've learned through their experiences to help others navigate services with greater dignity, safety and confidence.



LIVED EXPERIENCE

SUPPORT BRIDGES THE GAP TO STABILITY

An international student in the second year of a finance degree is not someone you might imagine to be homeless. But this is exactly the situation 20-year-old Betty found herself in.

For young people without access to family support or social safety nets, homelessness can happen quickly and quietly. Betty and her cat were sleeping rough in Melton parklands when MCM's Rough Sleeper Program team received notification about her.

Betty was living in the park with her cat, trying to stay safe while juggling her studies and work. As an international student, she wasn't entitled to Centrelink support. Instead, she was earning money by offering online tutoring. She had managed to secure private rental accommodation, using her tutoring income to cover the bond and rent in advance. But there was a critical gap. The property wouldn't be available for another month and a half. In the meantime, Betty had nowhere to stay.

Rather than abandon her cat or give up the rental opportunity she'd worked so hard to secure, Betty was sleeping in the park.

For many people experiencing homelessness, pets are family. But they can also create barriers to accessing accommodation, as many crisis services and temporary housing options don't accept animals.

Betty accepted support after speaking with MCM staff. The team moved quickly to address her immediate needs, providing 2 nights of crisis accommodation to get her off the streets. They also supplied food relief for Betty and her cat, as well as material aid including clothing. These essentials gave Betty some immediate stability while the team worked on a longer-term solution.

Because of her age, MCM were able to refer her into a youth-specific program that would give Betty and her cat safe refuge until her private rental was ready.



Throughout this period, Betty continued her university studies and online tutoring work. The support she received meant she could focus on her education and building her future, rather than spending her energy simply trying to survive each night.

When her private rental became available, Betty successfully moved out of support and into her home; a great outcome for a young person who had demonstrated remarkable resilience and determination. Betty had found a way to support herself financially, secured her own accommodation and maintained her studies. All she needed was a safe, secure bridge from homelessness to housing.

...short-term, targeted intervention at the right moment can prevent a temporary crisis from derailing a young person's entire future.

Betty's story highlights the diverse faces of homelessness. It shows how easily people can fall through the gaps and why flexible, age-appropriate responses are essential.

International students are at risk of slipping through our social safety net; ineligible for many forms of support yet facing the same high costs of living as everyone else. Betty's experience shows how short-term, targeted intervention at the right moment can prevent a temporary crisis from derailing a young person's entire future.

NB: Names in this story have been changed to protect the privacy of the individuals involved.

OUR ADVOCACY

SPEAKING UP FOR CHILDREN AND YOUNG PEOPLE

In 2024, MCM (Melbourne City Mission) strengthened its role as a national leader in driving positive system change for children and young people experiencing homelessness. Across social policy, research and campaigns, in partnership with young people with lived experience, we worked to shine a light on the urgent need for supported youth housing, mental health reform, and the action required to have young people recognised as victim-survivors.

Our approach combined evidence-based policy work, storytelling, and partnerships across sectors, and most importantly, with young people with lived experience, ensuring their voices shaped and led the conversation on reform.

Home in Mind: Linking housing and mental health

A cornerstone of our advocacy was the release of *Home in Mind*, a joint policy research report with Orygen Youth Services. This two-year project revealed the devastating mental health impacts of homelessness and the systemic barriers for them in accessing the mental health services that are needed. More than half of young people accessing homelessness services across Victoria had reported self-harm, suicidal ideation, or suicide attempts.



Launched at the Mental Health and Wellbeing Commission in April, *Home in Mind* called for urgent reforms, including integrated community-based mental health care and the delivery of 500 supported accommodation places for young people, an existing Royal Commission recommendation.

The report's message was clear: without a safe place to call home, young people remain at severe risk of mental ill-health and early death.

Inaugural Victorian Youth Homelessness Snapshot

In partnership with Social Ventures Australia (SVA), we released the inaugural Victorian Youth Homelessness Snapshot at Parliament House. The snapshot was Victoria's first census focused on children and young people connected to the state's largest youth homelessness service provider. The Snapshot provides a rare, data-driven insight into the lives of 177 young people aged 15-24

who were homeless on a single day in February 2024. Its findings reveal a deeply troubling picture: high rates of family violence, repeated health emergencies, persistent trauma, and long periods of homelessness with no clear pathway to safe housing.

The Snapshot shows an alarming pattern of system failures, with health, mental health, child protection and homelessness services often unable to provide meaningful support or connect vulnerable young people to safe accommodation. Two in three respondents had been homeless for two years or longer, and one in three first lost their home before age 16. Half had been admitted to hospital emergency departments for mental health concerns, and two in three were discharged back into homelessness. Overrepresentation of First Nations and LGBTIQ+ young people underscored the compounding vulnerabilities within the cohort

By shining a light on intersecting challenges often treated in silos, family violence, mental health, and persistent homelessness, the Victorian Youth Homelessness Snapshot strengthens the call for coordinated investment and reform across government and the community sector.

The Snapshot will become a regular census, ensuring the experiences and voices of young people remain central to policy, service design and advocacy. It makes clear that while Victoria has taken steps forward, far more is required to open doors to safe homes, stability and opportunity for young people experiencing homelessness.

[Read the 2024 snapshot](#)



The Home Time Campaign driving national reform

Through the Home Time Campaign, MCM led and amplified national advocacy for youth housing reform. With support from more than 180 organisations, the campaign pushed for 15,000 dedicated youth tenancies with wraparound support and the removal of financial barriers that keep young people locked out of social housing.

The campaign reached new audiences through innovative digital and in person campaigns such as the #MeAt16 Day of Action in September, the release of new research led by UNSW in November and several delegations to Federal Parliament with young people who played a central role, directly challenging policymakers to act.

Through activating organisations and members of the public, the campaign generated tens of thousands

of emails and petitions to Ministers and Members of Parliament across the country and was the catalyst behind the establishment of the \$1 billion National Housing Infrastructure Facility and the Federal Government's Rapid Review into Youth Homelessness in April.

[Find out more about Home Time](#) 

Amplify: A family violence response for young people

Alongside our homelessness advocacy, we advanced Amplify, Australia's first dedicated family violence program for unaccompanied young people. RMIT's Centre for Innovative Justice released the Amplify Evaluation Preliminary Findings Report. "... the first people ... that had listened ..." which has already shown life-changing results, with 80% of participants leaving violent situations and 97% avoiding re-entry into unsafe environments.

In 2024, we called for Amplify's expansion beyond its pilot to ensure more young people across Victoria can access safety and support.

Lived experience at the heart

In 2024, we marked one year of our Lived Experience Engagement and Participation (LEEP) Framework. This framework embeds the voices of the people we support into decision-making, advocacy, and service design. Read more about the LEEP framework on page 12.

Conferences and public engagement

MCM played a leading role at major sector gatherings, including the National Homelessness Conference and the Victorian Youth Homelessness Assembly. Our contributions covered pressing issues from mental health reform to the integration of peer work and co-design.

Looking ahead

The progress has laid a strong foundation, but the work is far from done. We know that structural inequalities in housing, family violence and mental health systems continue to exclude young people, leaving many at risk.

MCM remains committed to amplifying young voices, challenging governments to act, and pushing for reforms that ensure every young person has a safe place to live and the support to thrive.

Youth homelessness is a solvable problem. In 2025 and beyond, we will continue to campaign for systemic change until no young person is left behind.

Key reports, media and campaigns



Here are some of the key reports, articles, and campaigns from our 2024 advocacy:

Home in Mind Report

Policy research on youth homelessness and mental health, with recommendations for urgent reform.

The Age: "You're too young to be on the streets"

Personal stories of young people balancing education and homelessness.

Guardian Coverage

The Home Time campaign's partnership with For Change Co and Federal housing advocacy.

ABC Radio National - Advocates call for urgent youth homelessness reform

A feature with MCM and Orygen on the need for mental health reform.

ABC PM - Rise in teenagers seeking homelessness help

A segment highlighting the surge in demand for youth housing.

Amplify Program Media Coverage

ABC Calls for program to support young people through DV

Article on expanding Australia's first family violence case management program for young people.

Behind the Mask (YouTube)

A powerful personal testimony from MCM leaders with lived experience, calling for structural equality in housing.



LIVED EXPERIENCE FROM WINTER STREETS TO WARM SHELTER

Gary, a 61-year-old man, was rough sleeping in Melton when MCM's assertive outreach team met him at Earth Village. For months, Gary had endured a punishing routine just to survive. He'd spend his days at the local shopping centre from 6am to 9pm, seek shelter at the RSA until 2am, then walk through the freezing winter nights until morning to keep warm. His story is one of hardship, but also of resilience and the life-changing impact of timely intervention.

Gary's path to homelessness was marked by loss and circumstances beyond his control. When his parents died, he took over the lease of their house. But rising rents and the cost of living soon pushed him into rental arrears, leading to eviction.

'I don't know where or how to access services. I would still be rough sleeping if it was not for MCM's RS assertive outreach program.'

He found shared accommodation, but when his flatmate's alcoholism threatened his 10 years of sobriety, he put his health first and made the difficult choice to leave.

He then paid rent to sleep in a tent in someone's back yard, under strict instructions not to enter the house. When necessity forced him inside to use the toilet one day, the owner evicted him.

Adding to these challenges, Gary was living with bowel cancer and a disfigured hand from an accident that left him unable to work. Gary didn't know where or how to find help.

When MCM's team met Gary, they immediately conducted an Individualised Assessment Plan. This meant he could be

directly assessed for support needs without having to go to an intake office.

Gary then received immediate essentials including a second-hand sleeping bag, thick socks and a beanie to help him through the bitter winter nights. Recognising the urgency of his situation, MCM funded emergency accommodation at a local motel while the case manager worked to find more stable housing.

The only available boarding house was in Pakenham, which would displace Gary from his Melton community. But Gary knew that getting a roof over his head and escaping the winter elements was paramount. On the journey to Pakenham, Gary fell asleep in the heated work vehicle before they'd even left Melton. He was exhausted from months of pacing the streets trying to stay warm.

MCM's support extended beyond securing accommodation. The team completed a Victorian Housing Register application to place Gary on the public housing waitlist and supported him to set up rental assistance through Centrelink. They worked with the Salvos to provide Gary with 2 weeks' rent in advance, supporting him to sustain his tenancy at the boarding house.

During his motel stay, they bought easy-to-prepare food, and when he moved to Pakenham they equipped his new home with bed sheets, a heater, pots, pans, cutlery and other essential items to help him transition with dignity.

Understanding that Gary was moving to an unfamiliar community, his support worker took him around Pakenham, showing him where to find local support services, material aid and medical care.

Gary's story highlights how critical assertive outreach programs are in connecting people to the support they need. His journey from walking the streets in freezing temperatures to having a warm, stable home demonstrates the transformative power of comprehensive, person-centred support.

NB: Names in this story have been changed to protect the privacy of the individuals involved.

YOUTH FOYERS ART SHOW EXPLORED THE MEANING OF HOME

The MCM Youth Foyers Youth Advisory Group (YAG) held its first-ever art show and exhibition, showcasing the creativity and perspectives of MCM Youth Foyer residents. Centred around the theme *Home – whatever that means to you*, the exhibition at Collingwood brought together eight unique pieces, including paintings, mixed media, and even a powerful original song.

Each artwork offered a personal interpretation of what home represents. One artist, Liss, shared their perspective on home through a deeply personal painting, titled *Fragments* stating, “My home is where my heart is and my art is where my heart goes, so home is where I make it and what I choose for it to be. It can be many forms, this is just one for me, not a masterpiece, just a piece of me and my home, only the glimpse you will see.” Their words encapsulated the heartfelt expressions woven throughout the exhibition.

The event was attended by artists, Foyer staff, residents, and friends, fostering a warm and supportive atmosphere. The exhibition was not only a celebration of artistic talent but also a powerful demonstration of self-expression and identity among the Youth Foyer residents.

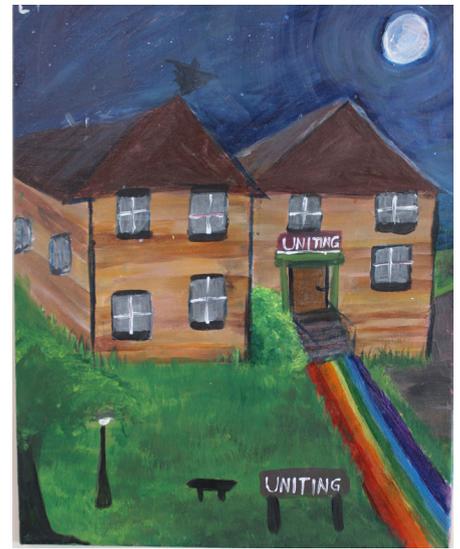
The success of this inaugural exhibition highlights the importance of art in storytelling and community-building. With the overwhelming support and enthusiasm from attendees, the YAG hopes to continue holding the art show and exhibition in the years to come, providing more young artists with a platform to share their voices and experiences through art.

ABOUT MCM YOUTH FOYERS

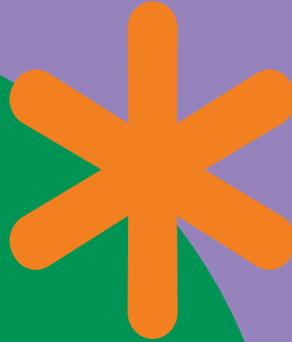
MCM Youth Foyers are for young people aged 16 to 25 who are experiencing, or at risk of, homelessness at the time of referral and are engaged or willing to engage in employment and/or education.

There are currently around 40 young people across the four locations of MCM Youth Foyers who receive support from a dedicated case worker and medium-term accommodation for up to three years, with additional assistance of six months post-foyer.

Residents work towards independent living skills and relationship goals and are an active part of the Youth Foyer community through participating in workshops and group programs.



BETTER TOGETHER



Each MCM entity delivers high-impact programs that change lives. But together, we create a seamless continuum of care that meets people where they are and walks alongside them as their needs evolve.

Our shared purpose, values and commitment to innovation make us stronger.



MCM SERVICES

OUR SERVICES SUPPORTED PEOPLE TO MOVE FROM CRISIS TO INDEPENDENCE

From early intervention with young people and families, to housing and health programs for adults, MCM's services create safer, stronger futures. This year our teams helped people move from crisis toward independence through practical support, advocacy and care.

MCM Services include:

- [Youth Homelessness and Youth Early Intervention](#)
- [Adult and Family Homelessness](#)
- Social Innovation Programs
- [Child and Family Services](#)
- [Palliative Care](#)
- [Disability](#)
- [Volunteer Services](#)

More than
60+
programs
delivered

332
young people, families and accompanied
children supported at Youth Foyers

Better Futures helped
250

young people transition
from child protection

Frontyard delivered
31,558
episodes of support

312 
parents & children
supported

1058
clients supported by Palliative Care


100 nights of emergency
accommodation via Melton Rough
Sleeper Program

MCM SERVICES



YOUTH EARLY INTERVENTION AND ADULT HOMELESSNESS

Early intervention and family safety to building independence

In 2024-25 our strategic focus has centred on best practice, program visibility and advocacy for young people accessing early intervention. This includes establishing outposts at child protection intake points and embedding programs within Orange Door locations, networks, schools and communities.

This work was supported by the Healing and Connection project, which developed an organisation-wide framework for family-inclusive case management to be rolled out next year.

Restart

It's been a year of growth and increased reach for Restart. The trauma-informed, healing-focused program assists young people who use violence at home. Often victims themselves, these youth face involvement with police, youth justice, homelessness or school disengagement. Restart supports them to manage triggers and shift violent behaviours, while promoting family safety and healing.

Increased community awareness and engagement have seen referrals grow and support targets met. But with the increasingly complex needs of presenting families, support periods have also grown. We are pleased to see this need addressed with ongoing funding for the program, including money to extend the role of a new staff member. Restart now runs outposts at all Orange Door locations in the catchment.

Our team continues to strengthen family violence practice through specialist-led learning and training in evidence-based approaches.

Finding Solutions

Our Finding Solutions programs, which this year moved into the Family Services portfolio, help 12 to 18-year-olds stay or safely return home. Through case management we work to identify and resolve problematic behaviours and strengthen family bonds.

Now a 5-member team with new child protection outposts in Box Hill and Preston, the programs aim to divert young people from ongoing engagement with child protection. The Finding Solutions Plus stream also grew, partnering with additional Family Preservation and Reunification Response (FPRR) providers to deliver a more specialised response for young people and their families.

Reconnect

Supporting young people to regain control of their lives often starts with identifying the risk factors threatening that path. Reconnect targets young people experiencing family breakdown or unstable housing. It works to stabilise living arrangements, promote family reconciliation and improve engagement with school, work and community.

This year we focused on increasing visibility and awareness in the City of Melbourne. We partnered with Drummond Street Services and set up outposts in local schools. Dedicated triage, particularly through school-based outposts and programs like RAGE, saw the Western Reconnect team successfully meet its contact target.

Detour and Creating Connections

With a focus on pathways to education, employment and secure housing, our Detour and Creating Connections programs guide at-risk participants away from entrenched homelessness.

Detour works with agencies and schools to address the underlying causes of housing instability and build independence through life skills. Strong partnerships, including a new outpost at Youth Services West, have seen Detour meet its support targets. The program also runs RAGE sessions at southern and western catchment schools. The sessions teach students to recognise and manage their emotions, with demand from schools exceeding capacity.

For young people aged 16 to 25 at risk of or experiencing homelessness, Creating Connections Education Employment Pathways (CEEP) is designed to break the cycle. Young people referred in can get up to \$1,200 to cover costs related to education, employment and training. Coordinated through a support worker, these funds ease financial pressure so young people can stay engaged in studies or work.

This year CEEP not only exceeded its targets, it also led to a statewide network meeting to review the success and broader take-up of MCM's approach.

The program also reinstated dedicated Living Skills and Education Employment and Training roles in 2024-25.

Supporting adults and families through housing and health

Based in Braybrook, our Adult and Family Homelessness Service (AFHS) supports people in Melbourne's west find and keep stable housing through case management and partnership with housing providers.

Melton Rough Sleeper Program and Hospital Discharge Project

In 2024-25 we launched the Hospital Discharge Project to support people who face homelessness after leaving hospital with complex medical needs. We also grew our Melton Rough Sleeper Program. Now in its second year, the program aims to reach more people in an area where homelessness has surged 136% since the last Census.

Our assertive outreach model connects with people others can't reach across Melton, Maribyrnong and Brimbank. This includes people who've never engaged with services, have slept rough for 3 to 4 years, or live with complex health and mental health challenges.

This year we supported:

- 491 presenting individuals (representing 872 children and adults)
- closed 171 cases with needs met
- provided 100 nights of emergency accommodation
- completed 64 referrals to medium- and long-term housing.

Our support workers refer people to specialist services for family violence, drug and alcohol, mental health, and financial and legal assistance. Through this crisis case management, as well as material aid, medical referrals and advocacy, we help people move from the streets to stable housing.

Homes First

This year Homelessness To Homes became Homes First; a Victorian Government initiative to tackle homelessness with stable housing and wraparound support.

With a team that includes a dual diagnosis practitioner, family violence practitioners and case managers, we are delivering the program through assertive outreach in Brimbank/Melton and Hume/Merri-Bek.

While awaiting the program's start, MCM led a statewide network of Homes First service providers, together establishing an efficient referral and documentation process.

Since November 2024, a large number of referrals have seen 60 people approved and beginning their journey with Homes First. By 30 June 2025, 45% of people had moved into their long-term properties.

We've also seen one in 5 applicants identifying as Aboriginal and Torres Strait Islander. Our strong relationship with Djirra allows us to use their services if people wish to do so.

Health Care Connections

Funded by South Eastern Melbourne Primary Health Network, Health Care Connections (HCC) assists people experiencing homelessness in Casey, Greater Dandenong and Frankston to access primary healthcare.

Many people facing homelessness are unable to have their health needs met because of barriers to accessing care. Our HCC team works with clients to remove these barriers: connecting them to services, accompanying them to appointments, helping them book and track healthcare visits and building their confidence to navigate the system.

By the first half of 2025 the program had exceeded its targets, helping 79 people access 371 primary health related appointments and referrals.

MCM SERVICES

INTENSIVE CHILD AND FAMILY SERVICES

Our Intensive Child and Family Services strengthen family connections, prevent homelessness and create safe, nurturing environments for children.

Through programs such as the Family Reconciliation and Mediation Program (FRMP), the Family Preservation and Reunification Response (FPRR) and Early Links our teams support families with practical help and specialist training.

Family Reconciliation and Mediation Program (FRMP)

Now in its 20th year, FRMP continues to build the capacity of Victoria's youth homelessness workforce to respond early to family conflict and breakdown. In 2024-25, FRMP delivered a range of professional-development activities attended by practitioners from almost 90 organisations statewide.

Training and sector capacity-building highlights:

- Neuro-affirming and LGBTQIA+ Inclusive Practice session, led by lived-experience trainer Sonny Jane Wise, drew 30 participants in Melbourne's CBD.
- Neuro-affirming Practice webinar series by Kylie Winwood reached 76 participants online across 3 sessions.
- Family-Sensitive Practice training, run by The Bouverie Centre in Bendigo and Melbourne, saw 65 participants learning about trauma-informed and family-sensitive practice frameworks.
- Working with Borderline Personality Disorder and Complexity, a 2-day intensive with Dr Julian Browne in Ballarat for 30 regional workers.
- Across the year FRMP connected with professionals through Regional Homelessness Network meetings, site visits and sector forums, ensuring its work remained responsive to local needs.
- Other knowledge-sharing activities have included:
- producing 2 short videos about FRMP-funded therapy options – psychotherapy, equine therapy and art therapy – to help case workers explain choices to young people
- releasing 2 peer-story videos featuring young

people describing their experience of therapy to help others know what to expect

- quarterly newsletter with training and sector updates delivered to 662 subscribers.

Intervention access for families and children

As well as these sector-focused initiatives, the FRMP team supported young people and their families to access brokerage for interventions including:

- individual therapeutic support (counselling, psychotherapy and alternative therapies such as art therapy, music therapy and equine therapy)
- family therapy
- family mediation
- group work or therapy.

The team aims to provide young people and their families access to early, quality therapeutic support to prevent homelessness that occurs because of family breakdown. In 2024-25 the team supported practitioners across Victorian youth homelessness services to access 291 brokerage packages on behalf of their clients.

Family Preservation and Reunification Response (FPRR)

The FPRR programs in the western and northern regions continued to deliver intensive family-preservation support, helping parents build the confidence and capacity to care for their children safely at home. The programs also guide parents to develop their own self-reliance through education and employment.

As part of this service, Community Connectors work to link FPR families with meaningful support services. Client surveys show all FPRR families feel comfortable and safe with their Community Connectors. All respondents said the workers had good ideas and knowledge of services

and activities that met their needs.

Family feedback

"My worker didn't make us feel like we're any different. My worker is a godsend. She is an angel and was meant to do the work that she does."

"Ruby was hands down the best worker we have ever worked with. She honestly needs a raise and especially since she was new to doing this she is probably going to be hands down the best worker you guys have! We are extremely grateful for having her! She was the kindest and most helpful worker we have had!"

"Abbie was amazing - nothing could improve on. She went the extra mile. Deserves a raise. She's done more than a lot for me, understood me and helped me."

Supporting the needs of families with young children

The Early Links Program provides group and one-on-one early intervention parenting support to families living in Brimbank and Merri-bek. In 2024–25, the program worked with 312 parents and children to build and improve each parent's confidence with their child.

Family feedback shows the support and programs we offer make a difference to the parenting experiences of mums and dads. They say program facilitators approach families with empathy and understanding and provide valuable, practical information in a safe and nurturing environment.

'This program has opened my eyes on parenting. It touched upon topics I didn't even consider and has made me aware and given me some solid practical tools on how to best approach a problem within the moment.'

'This is a vital resource for dads who often don't know where to turn for support, and who have often been encouraged to not "tune in" to others' emotions. It provides a safe environment for us to experiment and try to become better fathers for our own health and the health of our families.'

In addition to the supports above, philanthropic funding also enables us to have a dedicated child and parenting support worker within the Family Services team who works across our youth refuges.

The role benefits both staff and families. For staff it offers training, reflective practice and modelling of child-focused approaches for staff. Families get one on one parenting and play-based developmental support, referrals and short-term follow-up. The worker also delivers evidence-

based programs such as the Peekaboo Club. This work is enhanced by 3 key initiatives:

- MCM Child Wellbeing Framework: guiding youth refuge staff to take a child-aware, family-sensitive approach aligned with our Healing Oriented Framework
- a tailored Child Wellbeing Observation Tool and Guide to help refuge staff assess and respond to children's needs with confidence
- an intranet resource hub providing accessible, up-to-date information on child development, parenting, and support for diverse families.

Collaborations and partnerships

Sharing knowledge with peers is an important part of the FPRR team's work. In September, the team joined La Trobe University's Dr Wendy Bunston to present a case study at the Australian Association for Infant Mental Health Conference in Sydney.

Across Family Services, all staff also completed Peek-a-Boo training with Dr Bunston, embedding trauma-informed, infant-led practice.



MCM SERVICES

YOUTH HOMELESSNESS AND LEAVING CARE SERVICES

Disrupting youth homelessness and delivering pathways out

One in 4 Victorians experiencing homelessness is under 25 years old. That's why MCM's Youth Homelessness and Leaving Care programs are critical to intervention and recovery. We help young people facing housing instability find safety, confidence and a place to belong. Through crisis accommodation, mental health and family violence supports, as well as long-term housing programs, our teams build pathways to lasting change.

Frontyard Intensive Youth Support

Located in Melbourne's CBD, Frontyard Youth Services remains Victoria's only integrated access point for young people aged 12 to 25 years at risk of, or experiencing, homelessness. Frontyard's specialist teams provide physical, social and emotional support, all under one roof. Demand for support continued to rise during 2024-25 because of the shortage of affordable housing and temporary accommodation options. Unfortunately, this has meant our services are often maintaining young people in ongoing cycles of chronic homelessness. Despite these pressures, the team has had meaningful impact including:

- responding to 12,618 calls made to the statewide Youth Homelessness line
- providing 874 new support periods to meet housing needs
- delivering 31,558 individual episodes of support across all Frontyard programs, making it a record year
- fundraising more than \$392,000 for youth crisis accommodation; a 49% increase on the previous year
- assisting 33 young people with case management related to pregnancy, parenting and housing support
- supporting 97 young women experiencing homelessness through the Young Women's Crisis program.

Amplify pilot

Now in its second year, the Amplify pilot program

exceeded its target, providing specialist family violence case management to 62 unaccompanied young people. The first of its kind in Australia, the pilot program, provides 3 to 6 months of case management support. RMIT University is collaborating to evaluate the program. With a 2024-25 target of 44, the actual demand for support highlights the urgent need for this type of service. Amplify also delivered workshops to more than 50 MCM practitioners to build understanding of young people's experiences of family violence.

Check-in mental health program

Check-In continued to strengthen its integrated care model for young people with complex mental health needs. Launched in 2023 with North West Melbourne PHN, the program offers therapeutic support, brief interventions, goal setting, skill development and care coordination. In 2024-25, we added a dual diagnosis practitioner to the team who has developed and delivered new training modules for all Frontyard staff on drug classifications, combinations and harm reduction.

Youth Advisory Group

Frontyard's Youth Advisory Group (YAG) exists to amplify the voices of young people accessing our services. The group this year secured a City of Melbourne Climate Action Grant to create youth-friendly extreme weather resources. The YAG also contributed to peer employment opportunities, with several members gaining paid work as part of MCM's new Lived Experience Advisory team.

Peer workforce development

A major initiative this year was the design of a Peer Workforce Development Framework built on intentional peer support principles. This framework will guide the work of Frontyard's and MCM's peer staff, ensuring clear role definitions, high-quality training, career pathways and supervision standards.

'I just wanted to say thank you so much. The last year



of my recovery and return to independence has been so amazing because of you. I really appreciated the roadmap you paved for other young people to speak up for themselves at MCM and create roles for us. I know that really helped me with becoming an advisor and gaining more independence.'

Circuit Breaker

Co-located within Frontyard, Circuit Breaker provides crisis accommodation in the CBD for young people experiencing homelessness. This year the service delivered 413 accommodation support periods to 147 young people. Of those, 85 returned for 2 or more additional support periods.

In 2024-25, Circuit Breaker introduced a new multidisciplinary team case management model focused on healing and harm reduction.

The work's impact is evident in feedback from young people who say that Circuit Breaker provides both safety and stability and makes them feel understood and supported.

Youth Refuges and Outreach

MCM's Youth Refuges offer young people 6 to 8 weeks of emergency accommodation. During their stay they receive case management support, living skills and assistance to find stable accommodation. In the past year MCM's 4 Youth Refuges and the North West Youth Outreach Team provided crisis accommodation and case management to 332 young people, families and accompanying children. Of these, 215 young people secured medium- or long-term housing by the end of their case management. MCM refuges continued to convene the Statewide Youth Refuge Forum, this year achieving record attendance. The event focused on capacity-building, collaboration and the application of MCM's Healing Oriented Framework.

Youth Foyers

Our Youth Foyer program supports young people to build skills, stability and independence through education, employment, health and social connection. Each young person works with a dedicated youth development coach for up to 3 years, with 6 months of post-program support to help maintain progress.

We supported 53 young people in 2024-25, with 14 young people celebrating a transition out of the program and 60% achieving employment, education and training goals.

Youth Housing First

The Youth Housing First (YHF) Partnership is a groundbreaking, first-of-its-kind initiative in Australia. It's designed to provide rapid, stable housing and wraparound support to young people leaving care in Victoria. A collaboration between MCM, Junction Support Services and Quantum Support Services, and funded by the Department of Families, Fairness, and Housing (DFFH), the pilot program will offer sustainable housing solutions and

integrated support services for 67 young people over 6 years.

The YHF consortium is currently supporting 22 young people with MCM directly working with 15 of those. We've also seen 3 young people successfully move into their YHF housing.

CIAO - Community Integration and Accommodation Options

The CIAO program continues to provide crucial housing and life skills training for young people aged 15 to 18 years leaving out-of-home care. Operating across 2 service streams - Lead Tenant and Targeted Care Packages (TCP) - CIAO helps young people build independence through safe housing, stability and skill development.

Under the Lead Tenant stream young people have the live-in support of a volunteer to provide positive role modelling and contribute to their wellbeing. TCPs provide tailored support such as therapeutic interventions, education and vocational pathways, material aid, transport and parenting programs.

In the past year our teams managed increased service demand while maintaining placement stability and continuity of care. During this time we:

- supported ~20 young people, with approximately half in Lead Tenant placements and half through TCP supports
- maintained 4 active Lead Tenant houses.

Better Futures

This year our Better Futures program supported more than 250 young people transitioning from the care of Child Protection to adulthood. The program enables young people up to 21 years to plan their futures with confidence, offering personalised support across housing, health, education, employment and community connections.

Support available under Better Futures includes Home Stretch funding, which gives young people financial and practical help to secure accommodation, set up homes and stay connected.

Young people consistently report feeling heard, understood and valued, reflecting the program's focus on partnership with young people.

MCM SERVICES

SECTOR LEADING COMPASSIONATE CARE, CLOSE TO HOME

MCM Palliative Care (MCMPC) provides in-home palliative care services 7 days a week in the Hume, Merri-bek, Darebin and Yarra regions. It offers a range of nursing, medical, allied health and consulting services to help people experiencing a life-limiting illness to have the best possible quality of life. The service goes beyond the individual, offering support through the grieving process for those who have lost a loved one.

Our impact and highlights

Received a 9% increase in referrals exceeding 2000 for the first time.

- Supported 1058 clients who died, with 87% able to do so in their place of choice.
- Provided culturally diverse support with 45% of clients born outside Australia and 25% preferring a language other than English.
- Expanded delivery of grief, loss and bereavement group sessions into local communities with monthly 'Cuppa and Check-in' bereavement group.
- Continued partnership with Palliative Care Victoria and sector agencies lobbying government for sustainable funding for projected sector growth.

Excellence in care

Our team's dedication to exceptional service was recognised through a 5-star rating in the Bereaved Carer Survey and a top-3 ranking among community palliative services nationally in the Palliative Care Outcomes Collaboration.

Every client responding to the Victorian Healthcare Experience Survey rated their overall care as good or very good and felt they were treated with dignity and respect. The survey also found 95.3% of carers felt treated with respect and dignity, with 98.1% of bereaved carers saying they continue to feel well supported by MCMPC.

"From the phone calls to the nurse who visited, everyone was so helpful and willing to explain things and take time to explain to the family members what to expect. They assisted in open conversations."

"The speed in which MCM organised the transition from hospital to home, as we thought we didn't have more than a few days left. MCM made the experience as relaxing and calm as such a situation could be. All questions were answered, and we all felt at ease."

Sector leadership

MCMPC continues to lead advances in palliative care, taking part in forums including the North and West Metropolitan Region Palliative Care Consortium and Statewide Allied Health Novice to Advanced Practice Framework Committee.

Staff also delivered key presentations at the Oceanic Palliative Care Conference in September.

Key projects

Bereavement walking group

Adjusting to life after caregiving and loss often brings uncertainty and isolation. But MCMPC's bereavement walking group is bringing about 20 people together each month to walk, talk and share a coffee.

Meeting near Merri Creek, Brunswick, the walking group offers a space to reconnect, regain confidence and be with others who understand.

Over time, strong friendships have formed, with members sharing hobbies, travelling together and supporting one another beyond the monthly walks.

Comprehensive Palliative Care in Aged Care Project: Year 2

Jointly funded by the Commonwealth and state governments, this national project aims to improve palliative care and end of life care outcomes for older people living in residential aged care homes (RACH). The project's second year focused on putting in place an enhanced model of Palliative Care Needs Rounds (PCNR). This work saw marked improvement in our aged care program structure, service delivery and stakeholder



Palliative Care and Aged Care

Shared Responsibility



engagement.

Between September 2024 and April 2025 we ran 92 PCNRs reviewing 566 residents. Of these, 78 sessions included education, and of all recommendations made 75% were enacted by the aged care homes.

Health service projects

MCMPC with the support of funding from the North and West Metropolitan Region Palliative Care Consortium completed 2 health service projects:

Client interview videos

We recorded clients Chris, Petrus and Molly sharing their stories of receiving palliative care services at home. The videos offer authentic lived experiences to address the concerns or questions of others in similar circumstances.

Our people

A diverse team of nurses and allied care staff including counsellors, massage therapists and support staff, make up the MCMPC team. The service is also supported by 53 volunteers who assist with admin and client-facing activities such as companionship, recording life stories, hand and foot massage and more.

This year we said thank you and farewell to Nicole Spina.

The service goes beyond the individual, offering support through the grieving process for those who have lost a loved one.

Nicole has been part of our nursing staff for more than 16 years and has become known for her dedicated and supportive approach.

Bereavement Resources Project

'Common Questions from the Bereaved: A helpful guide for grief' is a resource designed for carers and builds on the bereavement support provided by MCMPC. Available as a booklet and e-resource, the tool aims to ensure the highest level of support to those accessing the service in all phases of their journey.

Common Questions from the Bereaved
A helpful guide for grief



QUANTUM SUPPORT SERVICES

WELCOME QUANTUM!

In February 2025, Quantum Support Services officially joined the MCM family, marking an exciting new chapter in our shared commitment to improving outcomes for people experiencing disadvantage across Victoria.

Quantum brought with it a long and proud history of supporting individuals and families in the Gippsland region, delivering vital services in homelessness, family violence, youth programs, and community support. Quantum's deep local connections and strong reputation for compassionate, person-centred care aligned perfectly with MCM's values and mission.

Together, we have built on our shared strengths to create a broader, more connected network of support. By combining our expertise, experience, and advocacy efforts, we are continuing to deliver high-quality services while amplifying our impact across more communities.

To all Quantum staff who joined us, a warm welcome. Your knowledge, commitment, and community insight have enriched MCM and strengthened our collective ability to make a real difference in people's lives.



Youth Services,
Housing Supports
and Care Services



Family Violence
and Prevention

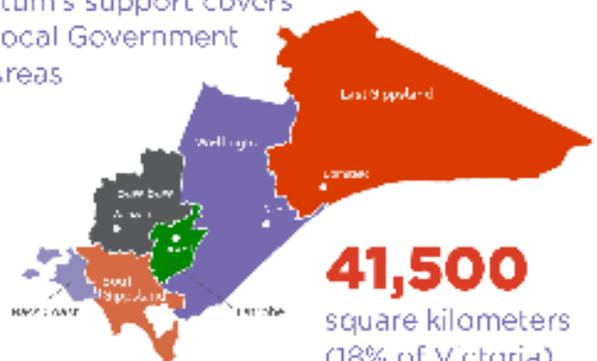


4 Office locations

2 Refuges

Quantum's support covers

6 Local Government
Areas



41,500
square kilometers
(18% of Victoria)



\$ The average Gippsland income is only **80%** of the State's median income

DOING SCHOOL DIFFERENTLY

A YEAR OF GROWTH AND RE-ENGAGEMENT

Hester Hornbrook Academy is an independently registered Special Assistance School and is part of the MCM Group. Hester Hornbrook continued to demonstrate the transformative power of flexible, healing-oriented education throughout 2024, expanding its reach, strengthening its practice, and empowering more young people to re-engage with learning.

Hester Hornbrook exists for young people who have been excluded, disengaged or unable to thrive in traditional education settings. Its foundation is the Healing Oriented Program of Education (HOPE), a holistic model that integrates wellbeing for learning and learning for wellbeing. This approach recognises the importance of safe, respectful and productive behaviours and that the development of student agency, engagement and enjoyment as essential to successful pathway post-secondary school. HOPE continued to deliver strong outcomes, reflected in rising attendance, increased engagement, and the highest number of graduates to date.

Demand for Hester Hornbrook's pedagogical model of education model continued to grow, with enrolments increasing by 11%. Students came from diverse cultural, neurodiverse and LGBTQIA+ communities, and the school has a strong commitment to supporting Aboriginal and Torres Strait Islander young people. A dedicated Reconciliation Action Plan (RAP) working group, incorporating both staff and student voice, finalised the Hester Hornbrook's first RAP for submission to Narragunnawali Council.

This year also saw major steps forward in infrastructure and growth. Construction of the first stand-alone campus in Werribee was completed ahead of schedule, ready to welcome 220 students in 2025. Planning began for the new Exhibition Street campus, which consolidated the City and Prahran sites and introduce a Hybrid Campus offering.

HESTER HORN BROOK ACADEMY

Across campuses, multidisciplinary teams of teachers, ES staff, youth workers and allied teams worked collaboratively to ensure wraparound support for every student. Personalised learning deepened, with expanded literacy and numeracy interventions which sits alongside Individualised Learning Plans. Additional programs saw high engagement from students, these included VETDSS, the Propel program, and the Outdoor Sports, Community, Arts and Recreation (OSCAR) initiative. The Careers, Alumni, Pathways and Employment (CAPE) team played a pivotal role, with 79% of graduates securing positive pathways post-secondary school.



2024 to 2025 was a year of community and connection, students participated in cultural celebrations, creative projects, excursions, structured workplace learning and international community service tours to Vietnam and Singapore, experiences that broadened their worldviews and built confidence.

Through safe, respectful and productive environments, Hester Hornbrook Academy continues to redefine what education can look like. It once again proved that education can be done differently.



LIVING LEARNING WRAPAROUND SUPPORT FOR YOUNG PEOPLE



For young people experiencing mental ill health who are not engaged in education, employment or training, the Living Learning program offers a lifeline.

This innovative program assists young people improve their attendance and engagement at Hester Hornbrook Academy through flexible learning, outdoor adventures and wraparound support.

The results speak volumes with many participants going on to finish school and move into higher education or jobs. As one student explained, "Some days you just want to come, do your work, and get out of the school. [Other days] days you want to come here, but you really want someone to just be there for you, to help you, get you food, calm you down, just reassure you that everything's fine. I think it's really helpful... there's always someone there, other than the teacher, to look after you."

The world-first program works because it treats every young person as an individual; not a problem to solve. The combination of education, adventure therapy and

healthcare creates an environment where teens facing difficult times can build their confidence and find a path forward.

Living Learning is funded through an innovative social impact bond by the Victorian Government and 5 philanthropic partners: Gandel Foundation, Lord Mayor's Charitable Foundation, The Paul Ramsay Foundation, The Helen Macpherson Smith Trust and The Ross Trust.

The program's success earned extension funding through 2027, allowing us to continue supporting vulnerable young people when they need it most.

Returns are based on the performance of the program and reflect a share of the avoided cost savings to the state government. The program's investors are Gandel Foundation, Lord Mayor's Charitable Foundation, The Paul Ramsay Foundation, The Helen Macpherson Smith Trust and the Ross Trust. We are incredibly grateful for their investment.



A FOUNDATION FOR CHANGE

MCM Housing was established in 2021 with a bold and necessary ambition to become Victoria's first registered housing provider dedicated solely to young people aged 18–25. Backed by MCM's 170-year legacy, we set out to address one of the state's most urgent social challenges: the rapid rise of youth homelessness.

Today, more than 7,600 young Victorians are without safe housing. With zero affordable private rentals available to those on Youth Allowance or JobSeeker, and two-thirds of young people experiencing homelessness for more than two years, the crisis is entrenched and growing. MCM Housing exists to break this cycle.

Delivering homes that change trajectories

Since launching, MCM Housing has provided safe, stable, youth-focused homes for more than 80 young people. These aren't just tenancies; they are the first step toward independence, connection, and long-term wellbeing.

Our approach is distinct. We combine high-quality, purpose-built homes with support for the young people, spanning mental health, education, employment, and community connection. We provide support and information that is tailored to the young person, aligning with their level of understanding as they embark on their very first tenancy agreement. This integrated model works: over 85% of young people sustain their tenancy beyond 12 months, far exceeding sector benchmarks.

Every home delivered creates ripple effects that extend far beyond the front door. Reduced reliance on crisis accommodation. Fewer interactions with justice and health systems. Stronger engagement in work and study. Greater stability, confidence, and hope.



MCM HOUSING

Scaling impact through partnership

Our progress has been made possible through a strong blend of government support and philanthropy. To date, we have leveraged more than \$7 million in capital to grow youth housing, with 35 new homes currently in planning or construction.

But the need continues to outpace supply. Sustained investment and cross-sector collaboration remain essential to ensuring every young person has a place to call home.

...investing in young people's housing is not only the right thing to do, but the smart thing to do.

Looking ahead

MCM Housing was created to shift the housing landscape for young Victorians and we are doing exactly that. Each home built, each tenancy sustained, and each young person supported brings us closer to a future where safe, stable housing is a guarantee, not a privilege.

As we expand our footprint and deepen our impact, our purpose remains clear; to give young people the foundation they deserve to build their futures securely, confidently, and with dignity.

At the centre of our impact is the Youth Housing Initiative (YHI) an evidence-based model developed with the Victorian Government, Monash University, and philanthropic partners. YHI partners with MCM Housing to provide secure housing alongside four years of tailored support to help young people build the skills, stability, and social connections they need to thrive.

OUR PEOPLE

CHAMPIONING DIVERSITY AND INCLUSION

At MCM diversity, equity of access and inclusion (DEI) are essential to delivering meaningful impact for the people and communities we support. In 2024–25, our DEI Working Group led our commitment through initiatives that honour identity, elevate lived experience, and build a more inclusive culture across MCM.

With strong links between LGBTQIA+ identity, homelessness, disengagement from education and poor mental health, inclusive practice remains core to our goals. This year we commenced an organisation-wide project to enhance LGBTQIA+ inclusion, informed by both community need and staff voice, recognising that approximately 24% of our workforce identifies as LGBTQIA+. We achieved Foundation Certification under Pride in Health's Health and Wellbeing Equality Index and have already begun working towards advanced certification.

Our presence across community events reflected this momentum. We hosted a vibrant stall at Midsumma Carnival, connected with jobseekers at Transgender Victoria's Job Fair, and celebrated LGBTQIA+ youth through the launch of the Wear it Purple Cup, a friendly competition encouraging worksites to learn about LGBTQIA+ inclusion and the challenges facing young people.

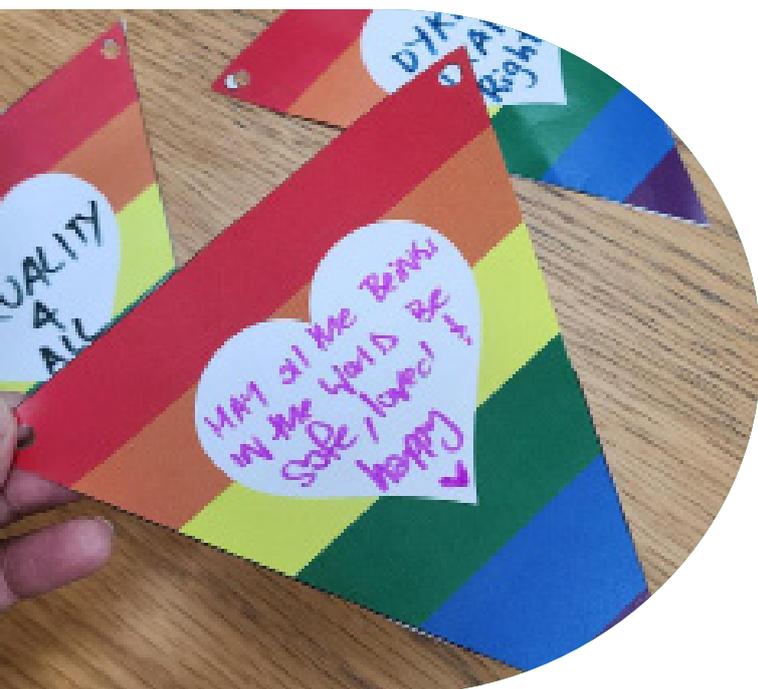
MCM was also proud to become the first Australian organisation to be certified as a Diversity Data Leader by global experts Diversity Atlas—an achievement that strengthens our ability to understand, measure and act on diversity across our workforce.

Our commitment to First Nations justice and reconciliation continued to grow, with leadership from our RAP Working Group. Our new Innovate Reconciliation Action Plan, endorsed by Reconciliation Australia, will soon be launched. We also honoured National Reconciliation Week through a compelling webinar on 'Caring for Country, led by Nina Braid, Director of the Australian Water Association and Deputy Chair of Trust for Nature, and proudly marched alongside community in the NAIDOC March in Melbourne.

Creating a workplace where everyone belongs also means listening deeply to lived experience. During Inclusion at Work Week, MCM staff shared personal stories of belonging and pride at MCM. On the International Day Against Racial Discrimination, staff experts led an insightful discussion on racism, identity and inclusion. And for IDAHOBIT our Rainbow Committee welcomed Amao Leota Lu, Samoan fa'afafine, trans woman of colour, poet and activist, for a moving conversation on visibility, culture and resilience.

To strengthen accessibility and equity in our workplace, we launched a new *Adjustments & Accessibility Guideline* and rolled out inclusive recruitment training using evidence-based tools from the Diversity Council of Australia. More than 150 staff completed First Nations Cultural Awareness Training with Mirriyu Consulting Director and long-standing MCM partner Bonnie Chew.

Together, these actions reflect MCM's commitment to building a workplace and community where people of all identities feel safe, represented and valued. Our focus remains clear, a future where inclusion is embedded in everything we do, strengthening outcomes for our staff and for the people and communities we serve.



OUR VOLUNTEERS MAKING A LASTING DIFFERENCE

Across MCM volunteers continue to play a vital role in strengthening connections, care and community. Over the past 12 months, more than 500 people have been supported through volunteer-led programs including the Aged Care Volunteer Visitors Scheme (ACVVS), Community Friend Program (CFP), TAC L2P, Palliative Care and the Strengthening Parents Support Program (SPSP). Whether offering companionship to older people, supporting families, mentoring young learner drivers or providing comfort at the end of life, our volunteers bring time, empathy and consistency to some of life's most vulnerable moments. We are deeply grateful for their generosity and commitment, which makes so much of our work possible.

For Daniela, volunteering through ACVVS has been about connection and belonging. As a Mexican migrant, she was paired with an older woman from Ecuador, and what began as a weekly visit soon became a friendship that felt like family. Sharing conversations in Spanish over coffee, exchanging memories and walking together, Daniela witnessed firsthand the comfort and familiarity that genuine companionship can bring. Through this relationship, she gained a deeper understanding of the challenges faced by older people, particularly those from multicultural communities, and the powerful difference that cultural connection and human presence can make.

Tim's experience as an ACVVS volunteer also speaks to the transformative impact of sustained connection. Over nine months, he built a strong friendship with Don, a retired carpenter and music lover. What Tim found most rewarding was seeing Don's renewed confidence and joy emerge over time; guitars coming back out of their cases, regular practice, and even impromptu renditions of Beatles songs. Despite juggling multiple businesses, a busy personal life and a "very needy dog," Tim reflects that committing just one hour a week has been profoundly worthwhile. His story, like so many others across our programs, shows how small, consistent acts of care can foster dignity, motivation and renewed purpose, for both the volunteer and the person they support.



Lasting connections

"The ACVVS means connection to me. Through the program, I was fortunate to meet a wonderful woman from Ecuador. As a Mexican migrant myself, she has become like family to me here in Australia. We have spent long hours together, chatting in Spanish, sharing memories, and enjoying cups of coffee. Our friendship has grown into something truly special. I can feel the comfort and familiarity she finds in my company, just as I find in hers.

"Volunteering through the ACVVS has taught me so much. Through my friend, I've learnt about the beauty of Ecuador, including its music and culture. I've received life and relationship advice, learned how to knit, and have been reminded to appreciate life's small joys, like noticing flowers on our walks. Most importantly, the program has given me a deeper understanding of the challenges older people may face, especially those from multicultural communities, and the profound impact connection and companionship can make." - ACCVS volunteer Daniela

The power of giving back

"Volunteering at the MCM over the past 9 months has been one of the most rewarding things I've done in 31 years. There are so many reasons why it's been so



THE COCKATOOS FLYING HIGH

The Community Friend Program Band The Cockatoos played at 3 events this year, the MCM End of Year Staff Wrap, a community garden for people of all abilities, and a CFP in house event.



rewarding. Firstly, I've really enjoyed the friendship and connection with Don, who is a 70-year-old man and was an incredible carpenter and is a huge music lover, so we were a great fit as had heaps to talk about and share with each other about our busy lives. The most rewarding thing for me personally was seeing Don's development over the period we have built a friendship. When I first met Don, he didn't seem to be greatly motivated to play his guitar or be as bouncy as he is now around the house. Over the past few months Don has gotten out all his guitars, and he practices consistently and has even sung some Beatles tunes to me to see if I knew the song! I couldn't recommend this commitment to people anymore. I own 3 businesses, have an incredible relationship with my partner Caitlyn and a very needy dog but I really like to voice there is 168 hours in a week, I find it very easy to commit 1 of those to a great person and friendship." - ACCVS volunteer Tim

OUR VOLUNTEERS MAKING A LASTING DIFFERENCE



The L2P program helped more than 400 people to get their drivers licence, a major milestone made possible by the dedication of our mentors, staff, and supporters.

We were able to get 2 new cars through TAC, community grants, fundraising and assistance from car dealers for the learners to drive.



Pictured left: The Community Friend Program (CFP) celebrated its social group members with a showcase of work from the Art and Craft Groups and, above, MCM Communication Coordinator Dusty is one of the many Community Friend Program volunteers.

YOUTH HOUSING INITIATIVE (YHI) A FLAGSHIP FOR SYSTEM REFORM

To date, YHI has supported more than 70 young people and is projected to deliver \$15.6 million in savings to public systems. A powerful demonstration that investing in young people's housing is not only the right thing to do, but the smart thing to do.

By 2027, YHI will create more than 160 new youth tenancies across key growth areas including Dandenong, Footscray, and Geelong. These communities will benefit from long-term, place-based solutions designed to prevent homelessness before it becomes entrenched. MCM's Youth Housing Initiative (YHI) has entered its second year of operations and continued delivering sustainable, long-term outcomes for young people aged 18-24 who have experienced homelessness. Through the YHI initiative these young people, facing complex needs, receive comprehensive support through stable housing, therapeutic services, personal development coaching, education, and employment pathways. YHI provides young people up to four year's supported independent living to aid effective transition to adulthood and permanently exit homelessness. YHI has established 46 tenancies across three housing styles, providing much-needed stability.

Participants are housed in congregate, core and cluster, or shared housing, with properties in Werribee, Point Cook, and Footscray.

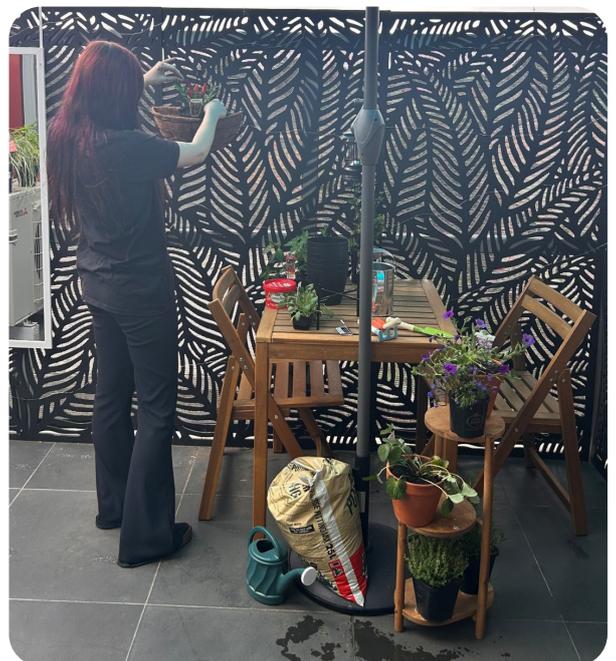
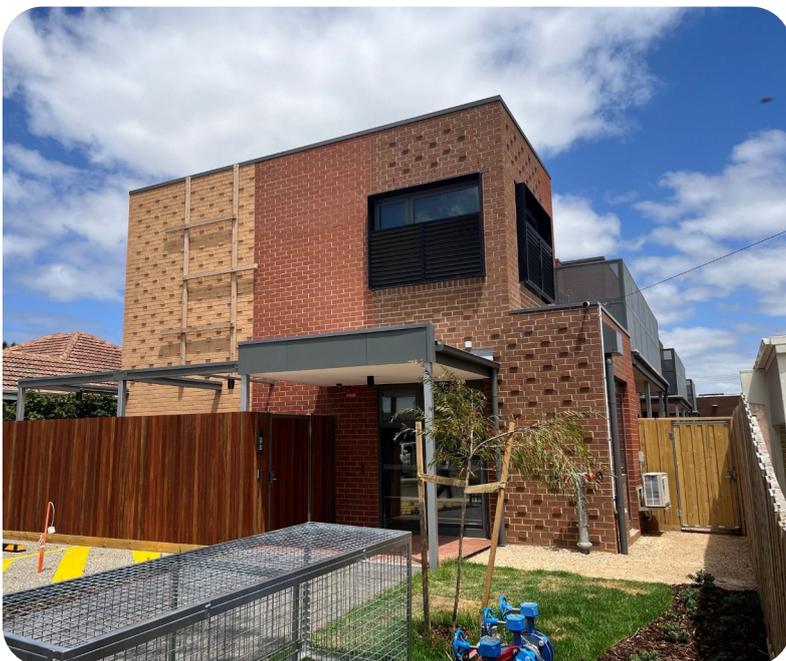
Key outcomes from the past year include:

Housing Stability - Fifty five young people have joined YHI since January 2024, most of whom have experienced

at least 5 different places to sleep in the year before they joined the program. Many YHI participants have experienced homelessness for years before experiencing the stability and support YHI offers. A high number of YHI participants have thrived in their tenancies. Fifteen people graduating out of the project making the transition successfully into stable housing, including returning back to family and shared private rental.

Health, education and employment - A key element of YHI is supporting our young people to gain the skills and experience they need to live happy, and productive lives outside of the support system. This year we have continued to strengthen our partnerships with Odyssey House YSAS (AOD support) Youth Projects (education and employment support) and ReLink (community engagement and outdoor activities). Creating fantastic partnerships with other services and the community is key to this programs success, and we are proud of the outcomes we have been able to achieve in this innovative program.

MCM would like to thank Michael Heine Family Foundation, Gandel Foundation, Two Sisters Foundation, The Wood Foundation, Samuel Nissen Foundation - Perpetual Trustees, Andrew and Geraldine Buxton Foundation, The Ross Trust, Joe White Bequest, Naphtali Family Foundation, Brian M Davis Charitable Foundation, Lord Mayor's Charitable Foundation (Build component) and the Melbourne Cricket Club (SATG) for their investment and commitment to the Youth Housing Initiative.



Our donors, partners and supporters

**THANK
YOU**

**WE COULDN'T
HAVE DONE IT
WITHOUT YOU**



SLEEP AT THE 'G

A NIGHT OF SOLIDARITY, COMMUNITY AND LIFE-CHANGING IMPACT

894

sleepers

63

workplace teams

27

community teams

12

family teams

On 15 May 2025, 894 Victorians came together to take part in Sleep At The 'G, demonstrating an incredible show of solidarity for young people experiencing homelessness. This flagship event continues to be one of MCM's most powerful expressions of community support, bringing people together in a fun night for a serious cause, to raise vital funds, and deepen public understanding of youth homelessness in Victoria.

In 2025 our "sleepers" represented corporate teams, community groups, families and individuals. The commitment of participants remained exceptionally strong. Importantly, 90% of sleepers said they attended because they wanted to do something meaningful to support young people without safe and stable housing.

Nearly half that joined the event said they had little prior knowledge of youth homelessness, but left with significantly increased awareness, proving that Sleep At The 'G is as educational as it is impactful.

Fundraising remains at the heart of the event. In 2025, 894 sleepers raised an impressive \$730,606 with workplace and community teams standout contributors.

Behind each statistic is a story of generosity and compassion. One participant shared, "After hearing some of the stories at the fireside chat, I have no doubt the funds raised will make a real difference to the lives of the young people who come into contact with MCM."

A testament to our commitment to delivering an exceptional participant experience, 99% of sleepers felt well-informed and supported leading up to the night. The most valued elements remained the fireside chat, opportunities to connect with others, and the shared experience of spending a night at the MCG for a greater cause.

SLEEP 'G AT THE G

Watch the 2025 highlight reel



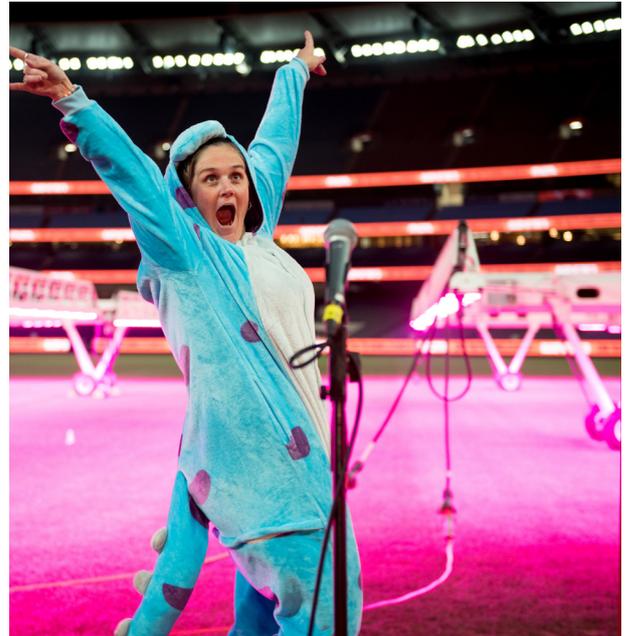
Most importantly, the impact of Sleep At The 'G extends far beyond the event itself. The funds raised help MCM provide crisis accommodation, case management, mental health support and pathways into education and employment. This is practical, life-changing assistance for young people experiencing homelessness.

To every sleeper, supporter, donor, sponsor, volunteer and team captain, thank you. Your commitment ensures MCM can continue to stand alongside young people when they need us most.

Together, we are raising awareness, breaking down stigma, and building a community determined to end youth homelessness in Victoria.

See you at Sleep at the 'G in 2026.

Register via our website www.sleepattheg.com.au



\$730,000+ raised



2025 SLEEP AT THE 'G TOP 10 TEAMS

1. Team Freemasons
2. Gandel Foundation
3. Good People of the North
4. IDP Education
5. Team MCC
6. Assemble
7. JLL Victoria 2025
8. MGS Architects
9. NAB
10. Munro Partners

SLEEP' AT THE G



THE POWER OF OUR PHILANTHROPIC PARTNERSHIPS

At MCM (Melbourne City Mission), our philanthropic partners play an essential role in driving meaningful, long-term change for the young people and families we support. Their support extends far beyond financial contribution; these partnerships bring shared purpose, collective responsibility, and a commitment to creating a community where every Victorian can feel safe, supported, and hopeful about their future.

Across our programs, philanthropic partners help amplify our impact in ways that transform lives. Whether it's enabling crisis or long-term accommodation for young people with nowhere else to turn, strengthening programs like Frontyard Youth Services and the Youth Housing Initiative, expanding tailored education through Hester Hornbrook Academy, or amplifying MCM-led advocacy for stronger youth housing policies, these partnerships allow us to respond to need with agility, innovation, and compassion. They also demonstrate what is possible when businesses, communities, and individuals recognise their ability to contribute to something larger than themselves.

What makes these relationships so powerful is the depth of engagement. Many partners choose to experience our work firsthand by visiting campuses, walking alongside young people on their learning journey, and participating in events like Sleep at the 'G. These moments create deep connection and understanding, inspiring conversations within workplaces and motivating organisations to explore new ways to support pathways to housing, education, and employment.

For our partners, the experience often becomes personal. It reinforces that every action, every product made, every dollar raised, every hour volunteered, has the potential to impact a young person's life. This alignment of purpose strengthens both organisations and expands what we can achieve together.

As we look ahead, we are proud to continue building partnerships grounded in empathy, respect, and shared ambition. Together with our philanthropic community, we are working to create sustainable, long-term change and a future where every young person can thrive.

Voices of support for MCM

The Ross Trust



The Ross Trust is committed to supporting initiatives that reduce barriers for young people and open pathways to learning, stability and wellbeing. MCM is an invaluable partner in this effort,

bringing expertise and innovation to the critical challenges of education, housing and mental health. Programs such as the Hester Hornbrook Academy, Living Learning and the Youth Housing Initiative demonstrate what is possible when young people are supported where they are, with services tailored to their circumstances and aspirations. This partnership matters because it amplifies our shared belief that no young person should be excluded from opportunity due to the challenges they face.

The opening of the HHA Exhibition Street Campus was a real highlight. Seeing the hybrid classroom in action and meeting students who had gained the confidence to attend in person and share their stories was incredibly powerful. It reinforced that when we provide the right tools, support, and meet students' needs, they have every opportunity to flourish.

Partnerships across philanthropy, corporate and not-for-profit sectors are powerful vehicles for shared learning, accountability, and for elevating voices that are often unheard. In today's divisive climate, shared purpose and collaboration are vital tools for creating opportunities that transform lives and strengthen communities.

Brian M Davis Charitable Foundation



The vision of the Brian M Davis Charitable Foundation is that every child and young person has the support and opportunities they need to thrive and be safe.

We partner with MCM because we know the organisation is as committed as we are to addressing youth homelessness, one of the most devastating issues facing Australia. It is important that our partners align with our mission and specifically address our strategic priorities.

We currently support two projects delivered by MCM, the Youth Housing Initiative (YHI) and the Home Time Campaign.

The YHI, to which we committed \$1.5 million over three years from November 2023, is well and truly out of its 'start-up' phase. It is heartwarming to already see incredible outcomes, such as young people moving through the program into

independent living, reconnecting safely with family, and moving confidently toward education and work. Earlier this year I visited the YHI new purpose-built block of 10 apartments in Werribee which were thoughtfully and beautifully designed, providing independence within a safe and welcoming environment.

The foundation has committed \$350,000 over three years to The HomeTime Campaign and I have been pleased to see the ramping up of sector and public support, the engagement of decision-makers, and even policy wins. I'm looking forward to hearing from the program's Lived Experience ambassadors in Victoria and nationally. Hearing directly from young people who benefit from the program will further expand the supporter base.

Trusting in the leadership and expertise of MCM and other partners on the ground is the best way to create and deliver services and opportunities for the people and communities who need them most." - Anita Hopkins, CEO, Brian M. Davis Charitable Foundation

B&D Group



“At B&D Group, our partnership with MCM (Melbourne City Mission) is more than a corporate initiative, it is a meaningful representation of our purpose, ‘Helping communities protect what they value most’. While we are

best known for our market leading garage doors and automation, we believe that our business can have a greater social impact. Supporting MCM brings to life our core belief that everyone should have the opportunity to feel safe and secure at night, in a way that directly impacts vulnerable young people.

“This partnership has helped our employees see that their work contributes to something bigger. Every garage door we manufacture helps fund MCM’s Frontyard program and emergency crisis housing services. It’s a powerful reminder that no matter where you are or what you do, to not underestimate the impact you can have.

“Participating in Sleep at the ‘G for the first time

with my team was an emotional experience. Gaining firsthand insight into the challenges young people face when trying to access safe housing and support created important conversations across our business and reinforced why supporting MCM is so important. It also inspired us to think more broadly about how we bring the full weight of our organisation to support employment pathways.

“Visiting the Hester Hornbrook Werribee campus was another valuable experience. Seeing the impact of tailored education solutions for young people affected by homelessness was incredibly inspiring. The facilities and staff are creating opportunities for students to re-engage with learning and build skills that lead to employment and independence. While the staff do an amazing job, the students are the real heroes in this story. To see them overcome so much to continue to learn, was incredibly humbling.

“Looking ahead, we’re excited to deepen our partnership with MCM and work to help create a sustainable long-term impact to youth homelessness.”
- *B&D Group Executive General Manager, Murray Allen*

THANK YOU TO OUR COMMUNITY OF GIVERS

We extend our sincere thanks to the many donors and supporters who stand with us in Victoria and beyond. Your generosity makes our work possible. When demand for support continues to grow, your commitment ensures that young people, children, and families experiencing vulnerability are not left to face challenges alone. Every gift represents a belief in fairness, dignity, and the power of community to create meaningful change.

We are privileged to be supported by a strong and diverse community of givers across Victoria. From long-standing supporters to those who gave for the first time this year, each contribution plays a vital role in strengthening our programs and services. Gifts made through our appeals,

donations and bequests enable us to respond where the need is greatest, providing stability, care and opportunity to people at critical moments in their lives.

We are deeply grateful for the trust our supporters place in us and for the compassion that drives your giving. Your generosity does more than fund services, it offers hope, restores confidence and helps build pathways to safer, more secure futures.

On behalf of everyone whose lives have been touched by your support, thank you for being part of this shared commitment to creating a more just and inclusive Victoria.

OUR FINANCIALS

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2025.

		Consolidated	
	Note	2025 \$	2024 \$
Revenue			
Total revenue	3	120,559,159	103,066,949
Expenses			
Write off of assets		-	(152,530)
Disability services		(15,120,548)	(19,484,439)
Homelessness & family services		(30,663,620)	(28,657,664)
Education		(26,412,158)	(16,684,388)
Palliative care services		(7,175,396)	(6,880,752)
Shared services		(21,213,990)	(17,716,752)
Fundraising and public information		(1,859,819)	(1,813,705)
Living learning		(3,541,067)	(3,152,630)
MCM housing		(1,682,136)	(1,275,123)
Quantum support services		(11,788,504)	-
Total expenses		(119,457,238)	(95,817,983)
Operating surplus		1,101,921	7,248,966
Gain on sale of assets	3	6,788,633	-
Capital grants	3	1,268,547	3,830,524
Investment revenue	3	2,530,525	1,923,162
Bequests	3	1,409,703	387,407
Capital appeal	3	-	500,000
Net Income for the year		13,099,329	13,890,059
Other comprehensive income			
Items that may not be reclassified subsequently to profit or loss			
Gain/(Loss) on the revaluation of financial assets		1,637,324	1,289,423
Other comprehensive income for the year		1,637,324	1,289,423
Total comprehensive income for the year		14,736,653	15,179,482

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2025

Assets	Note	Consolidated	
		2025 \$	2024 \$
Current Assets			
Cash and cash equivalents	5	31,627,075	22,636,738
Trade and other receivables	6	1,788,133	2,304,745
Contract assets		3,335,163	3,917,365
Financial assets at fair value through other comprehensive income	7	25,640,431	26,874,614
Other assets	8	523,545	430,746
Total current assets		62,914,347	56,164,208
Non-current assets			
Property, plant and equipment	9	64,981,854	49,633,892
Right-of-use assets	11	23,365,217	9,005,843
Intangibles	12	3,425,718	4,848,561
Externally funded property, plant and equipment	10	197,135	209,273
Other assets	8	2,507,245	308,751
Total non-current assets		94,477,169	64,006,320
Total assets		157,391,516	120,170,528
Liabilities			
Current liabilities			
Trade and other payables	13	2,174,811	7,949,773
Contract liabilities		6,211,341	2,742,027
Borrowings	14	1,600,000	10,224,942
Lease liabilities		2,728,856	2,020,630
Employee benefits	15	7,209,814	5,403,284
Other current liabilities	16	1,955,720	1,785,488
Total current liabilities		21,880,542	30,126,144
Non-current liabilities Borrowings			
Lease liabilities		24,478,648	8,570,025
Employee benefits	15	809,832	1,129,284
Other current liabilities	16	197,135	209,273
Total non-current liabilities		43,743,525	12,839,926
Total liabilities		65,624,067	42,966,070
Net assets		91,767,449	77,204,458
Equity			
Reserves	17	4,295,764	2,832,102
Retained surpluses		87,471,685	74,372,356
Total equity		91,767,449	77,204,458

BETTER
TOGETHER

mcm.



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