



**FRONT
YARD**
YOUTH SERVICES

YOUR IMPACT

Frontyard Redevelopment



mcm.
melbourne city mission

THANK YOU

Together we have created a momentous, innovative and pioneering solution to address youth homelessness.

You shared our vision to redevelop our Frontyard Youth Services into a model which fully integrates accommodation and specialist services so that young people experiencing complex life barriers have access to the support they need, when they need it.

You've shown us what can be achieved when government, industry and philanthropy band together to support an ambitious project which puts people – not services or systems – at the centre.

There are so many staff, community, industry and government stakeholders to thank – too many to name in a report such as this. Please know that your support, whether large or small, is greatly appreciated and you have made a significant difference to the lives of young people who most need our help.

In the following pages, you'll read about the difference we've made together. Please get in touch if you'd like any more information.

Thanks again.

Vicki Sutton and the MCM Board on behalf of staff and clients of MCM



TIMELINE

May 2016

The Department of Health and Human Services distributed a media release from The Hon. Martin Foley, Minister for Mental Health, Minister for Equality, Minister for Creative Industries, advising \$3.5m government support for the project

Jun 2018

Frontyard staff and services relocate to Flinders Street

Oct 2018

First building permit received

Apr 2019

Staff move back in and Frontyard is open for business in King Street

May 2019

Official opening by The Hon. Richard Wynne, Minister for Planning, Minister for Housing, Minister for Multicultural Affairs, Lord Mayor Sally Capp and key stakeholders

Nov 2015

Release of NOUS Business Case: Frontyard Disruptive and Specialist Support Refuge commissioned by MCM

Nov 2017

MCM presents Department of Health and Human Services with Frontyard redevelopment plan

Jul 2018

The Hon. Martin Foley MP attends 'golden sledgehammer' event to mark the beginning of the construction phase

Apr 2019

Handing over of keys for new Frontyard building

May 2019

Preview of opening with State of Grace restaurant bursting at the seams

6 May 2019

First clients move in to the accommodation which is at 100% capacity within 2 weeks

PERSPECTIVES ON THE REAL IMPACTS

Staff have already noted the positive impact of having crisis accommodation co-located with programs to support the complex needs that young people may be experiencing, most notably our mental health supports.

When mental health services are engaged, staff generally do not have capacity to remain with the client when the client is forced to move to a different area to access housing.

Young people can stay at Frontyard accommodation for as long as is needed to get them out of crisis, ensuring ongoing access to mental health supports, and alcohol and drug dependency supports. This is an innovative approach that is showing promising signs for clients.

Historically, MCM staff have reported difficulty in engaging ongoing support and crisis management for a person in temporary accommodation.

The long-tail approach of Frontyard crisis accommodation means that staff and young people are not constrained by the typical 6-week cycle of refuge stays, which in turn means they have continued access to mental health programs.

“

I have a lot of panic attacks – especially at night and it helps to come out (into the lounge space) and I can sit with a worker to talk or watch a movie. In other refuges they have curfews so the workers can sleep, which I can understand but often it's at night when you want to reach out to someone.
 – Frontyard Client

“

I felt lonely at first and down, however, I am now stable and comfortable with where I am and with the generous support I am receiving.
 – Current Frontyard Resident
 ”

Young people are assessed for their suitability for the Frontyard crisis accommodation using a Vulnerability Index Tool, capturing the level of complexities they are experiencing. 95% of the young people staying in a Frontyard accommodation bed were identified as having presented at Frontyard several times in previous years and who keep being referred out of other services because of their behaviour, drug use and/or mental health. This group would otherwise be sleeping rough or couch surfing and interacting with government services such as the Emergency Department and Police.

The model is integrating pre-existing Frontyard services with the addition of the following significant new elements.



18 crisis accommodation beds with 24/7 staffing



An integrated trauma-informed service model



Assertive outreach to Melbourne's CBD



Ongoing 'long-tail' support for as long as the young person needs

FRONTYARD IN PICTURES

Every aspect of the build was carefully considered with young people in mind, designed to be warm and welcoming without compromising on functionality and safety.



Unlike traditional institutional settings, soft wood furnishings were incorporated, with an emphasis on bringing natural light and greenery into the spaces.

The ground floor houses integrated case management and triage. Frontyard remains the largest state-wide housing access point for young people. Young people waiting for a housing solution have access to a shower, laundry, a stocked kitchen, charging stations, electronic devices, family room and individual supports.



The basement now holds a flexible multipurpose room where young people can relax, regroup and support each other; creating a sense of community.

This room is also used for youth support programs such as the employment program, culinary workshops, library corner, music therapy, mindfulness program, and Young Pregnant and Parenting program.

Both accommodation floors hold a communal kitchen and outdoor courtyard space as well as the nine bedrooms, each with an ensuite bathroom.



Each accommodation floor has its own sensory room to help young people manage distress when they are feeling overwhelmed.

These rooms create an experience that is soothing and provide a safe space for a young person to learn to self-regulate their emotions, without the reliance on staff.



REVENUE, EXPENSES & PRO BONO HOURS



Revenue & Expenditure

INCOME	AMOUNT
Victorian State Government	\$3,500,000
Peter and Lyndy White Foundation	\$1,500,000
Gandel Philanthropy Flagship Grant	\$600,000
Lord Mayor's Charitable Fund Proactive Grant	\$250,000
Joe White Bequest	\$200,000
PwC Art Sale	\$142,750
Dorothy Kingston	\$100,000
Andrew and Geraldine Buxton	\$90,000
Built	\$35,000
Sleep At The 'G 2018	\$827,000
Sleep At The 'G 2019 (partial)	\$502,317
Christmas Appeal 2018	\$220,828
Sleep At The 'G 2017	\$267,558
Tax Appeal 2018	\$395,411
Other specified individual donations	\$384,463
Total	\$9,015,327

EXPENDITURE	AMOUNT
Building and relocation	\$8,151,137
ICT	\$225,950
Service development	\$588,539
Communications/Govt relations	\$95,200
Finance and legal	\$50,000
Building costs discount	-\$95,499
Total	\$9,015,327



\$1,456,078
ESTIMATED VALUE OF PRO BONO HOURS

Property Industry Foundation Partners Pro Bono Contributions

CONSULTANT ORGANISATION	ROLE	PROBONO HOURS
Built	Builder	2,047
Fender Katsalidis	Architect	2,519
Case Meallin	Project Management	670
NDY	Services Engineers	635
Wood & Grieve Engineers	Services & Structural Engineers	793
Urbis	Town Planning	8
Slattery	Quantity Surveyor	469
Hendry Group	Building Surveyor	341
Irwinconsult	Waste Management	38
Equitable Access Solutions	Access Consultant	95
Apec	Electrical Contractor	22
Total Hours		7,637



KEY LEARNINGS



In order to minimise disruption to the young people accessing our services, we temporarily relocated Frontyard Youth Services to a leased site.

Servicing young people in a non-purpose-built building came with its challenges, particularly around maintaining the safety of staff and young people during periods of crisis escalation.



Despite rigorous planning and implementation of support measures, the impact of physically moving staff twice in 9 months was more than first anticipated.

In undertaking a project of this nature again, MCM would place more emphasis on culture change and supporting staff during the launch of a vastly different operating model. To alleviate this in future, a Change Specialist would be utilised.



The learnings from this project will directly inform our next crisis accommodation build in Melbourne's West.

Iramoo Youth Refuge is being redeveloped and is expected to open in a new facility in late 2020.



Frontyard's mental health service, Check-In, will be a key feature within MCM's first social impact investing model: Living Learning.

The program builds on the success of three proven MCM programs; The Hester Hornbrook Academy, Check-In, and Cradle to Kinder, a best-in-class case management program.



WHAT'S NEXT FOR MCM'S FRONTYARD?



MCM is implementing a new **Customer Relationship Management tool** to better track long-term outcomes for young people, including how Frontyard impacts their ability to enter safe, stable, sustainable housing.



We anticipate that the next bi-annual Street Count in 2020 will confirm that **Frontyard has reduced the numbers of our target cohort** who are sleeping rough in Melbourne's CBD.



MCM is undertaking research of the model and creation of an **Outcomes Framework Tool** to map the journey of a young person. This will monitor how the new model has enabled young people in the target cohort to access services outside the homelessness sector.



The replication of aspects of the **Frontyard Disruptive Model** will be promoted through MCM's research and policy plan, disseminating successes of the model to other community service organisations.



The **Vulnerability Index Tool**, created to help assess young people accessing the crisis accommodation at Frontyard, will be expanded and rolled out for other services.

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