



Melbourne City Mission
Annual Report 2016–17

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New Beginnings



Welcome to the Annual Report of Melbourne City Mission. This report marks one of the most significant periods of change and transformation in our 163-year history. The first full year of NDIS; our first Independent school; the foundations of a world-first facility for youth homelessness; extraordinary new early childhood programs and services; and, as an umbrella and driver for it all, our new Strategic Plan 2017-2022.

The most important new beginnings belong, of course, to the people we walk with, support and serve: whether it be new beginnings in learning, finding a home, engaging with education and employment, or achieving the full potential of life with disability. We are constantly inspired, delighted and excited to work with people who are exploring, discovering and connecting with new pathways and journeys. From the earliest years to the last years of life.

Through our work, the risk of poor outcomes is being reduced or removed. Barriers are being broken down. Disadvantage is being disrupted. So many new beginnings, but the goal is the same in everything we do. Melbourne City Mission exists so that people can lead positive lives and find their best future, their way. Thank you for being part of our new beginnings.

Acknowledgement

We acknowledge the Traditional Owners of the lands on which our services are located. We honour the strength and resilience of Aboriginal and Torres Strait Islander peoples and pay our respects to all Elders, past and present.

Mission

We help people and communities to develop their own pathways away from disadvantage.

Vision

To create a fair and just community where people have equal access to opportunities and resources.

Values

- We affirm Melbourne City Mission's ecumenical Christian heritage and acceptance of people of other faiths and no faith.
- The Christian principles of inclusiveness, love, hope, service, and social justice are fundamental to our practice.
- Everyone in the community has a right to have their voice heard.
- Everyone has the right to have the resources necessary for participation in community and social life.
- Society is accountable for the wellbeing of our communities and for community decisions.
- Collaboration and co-operation within a community leads to stronger responses and better outcomes.
- Lives can be changed and people are able to participate in society for their own and the common good.
- Stewardship of our resources is essential to the creation of a sustainable and viable future.
- We value what we learn from the communities and people we work with.

Disclaimer: Please note some names and images have been changed to protect our clients' identities.
 Cover Image: Mother Goose program, refer to page 16 for more information
 Melbourne City Mission acknowledges and appreciates the use of images of our clients and staff throughout this publication.

Board & Executive

Our Board Members Our Board establishes our Mission, Vision and Values; provides strategic direction; maintains governance and ensures that Melbourne City Mission maximises outcomes for all the people and communities we serve.

- i. Di McDonald**
Board Chair
- ii. Ros Otzen**
Deputy Board Chair
Nominations & Remuneration Committee
- iii. Caitlin MacLeod**
Finance Investment & Audit Committee
- iv. Catherine McGovern**
Chair of Quality Safety & Risk Committee
Nominations & Remuneration Committee
- v. Joe Carbone**
New Board Member
Finance Investment & Audit Committee
- vi. John Jeffreys**
Chair of Nominations & Remuneration Committee
Finance Investment & Audit Committee
- vii. Leonie Bostel**
Chair of Strategy Oversight Committee
Quality Safety & Risk Committee
- viii. Paul Scroope**
Chair of Finance Investment & Audit Committee
- ix. Andrew Douglas**
Nominations & Remuneration Committee
- x. Sean O'Donnell**
New Board Member
Quality Safety & Risk Committee

Our Executive Team The Team puts the Board's strategies into action, so our staff, volunteers, partners and suppliers can all work together to deliver high quality and effective services, programs and solutions that support people in changing their lives, their way.

- i. Vicki Sutton**
Chief Executive Officer (CEO)
- ii. Jennifer Boulton**
General Manager – Disability Services, Early Childhood Intervention Services, Palliative Care
- iii. Sherri Bruinhout**
General Manager – Homelessness and Justice Services
- iv. Dave Wells**
General Manager – Early Years, Education & Employment
- v. Liz Bishop**
Deputy Chief Executive Officer
Strategy, Service Development and Innovation
- vi. Jeff Wright**
General Manager – Corporate Services
- vii. Rod Szigeter**
General Manager – Marketing, Fundraising and Communications
- viii. Andrew Moore**
Head of Finance

Report from the Board Chair



This report's theme of New Beginnings applies as much to Melbourne City Mission as it does to the people we support.

We have a bold new Strategic Plan – an ambitious roadmap that sets a course for Melbourne City Mission to double its size so that we can double our impact over the next five years.

This is not growth for growth's sake. Victoria's population is the fastest growing in Australia. Our outer suburbs, on the metropolitan/rural fringe, are vibrant places, brimming with new families – but they're also places where the foundations of community are still being cemented and where vital social infrastructure has not kept pace with population growth.

Organisations like ours have an important role to play in disrupting emerging disadvantage, by providing essential supports for daily life. High-quality child care, Early Childhood Intervention Services for children with a developmental delay or disability, and programs for young parents who are growing into their new role are just some of the ways we are making a difference in this first year of our new Strategic Plan, building on the strong foundations of Melbourne City Mission's 163-year service history.

Of course, our Strategic Plan is not just about new geography – we're also committed to growing our impact in established communities where there is unmet need.

As you'll see on the pages of this year's Annual Report, we've been progressing plans to open a world-first model of care at our CBD hub, Frontyard, for young people who are rough sleeping in the heart of Melbourne. This is a model that we know will disrupt young people's pathways to long-term adult homelessness.

Our reputation for success in reconnecting early school leavers back to education has gone from strength to strength with the establishment of our independent school, The Hester Hornbrook Academy. Over the life of our new Strategic Plan, we'll continue to expand our education offerings.

Our disability support footprint has grown, and will continue to grow exponentially. For too long, Victorians with disabilities have faced barriers to living their lives their way because of a funding system that 'rationed' support, relegated people to waiting lists, and limited individual choice. The National Disability Insurance Scheme (NDIS) – an entitlements-based scheme – fundamentally flips this paradigm. Every day, new NDIS participants, holding their own package of funds, are coming into the disability support market, with complete choice and control over how, when and where their supports will be provided. By July 2019, around 105,000 Victorians will be in the scheme. This year, our first delivering NDIS services in the North East Melbourne Area of the scheme, has reinforced that experienced, trusted providers like Melbourne City Mission are vital to delivering on the promise of the NDIS for people living with disability. This Strategic Plan is a key enabler to meet future community need.

Another important priority for the Board has been the organisation's relationship with Aboriginal and Torres Strait Islander people. Through our second Reconciliation Action Plan, 'Innovate', we've continued to drive increased staff capability in areas such as cultural awareness, cultural competency and cultural safety. A highlight this

year has been our relationship with Aboriginal Advancement League (AAL), Victoria's only Aboriginal-specific disability services provider.

I want to thank my fellow Board directors for their skilled stewardship of this great organisation. In this year of 'New Beginnings', we have welcomed to the Board two new directors, Sean O'Donnell and Joe Carbone, who bring new insights and expertise to complement a strong Board team. I also welcome new Board directors who have brought extensive expertise to the inaugural board of our Hester Hornbrook Academy independent school.

I express my thanks, also, to Chief Executive Officer Vicki Sutton and her Executive, and the broader Melbourne City Mission management and staff for maintaining a steadfast commitment to our mission and purpose, whilst leaning into change. Because of them, Melbourne City Mission is ready for its future.

Di McDonald
Board Chair

Report from the CEO



One of the constants in Melbourne City Mission's extraordinary history has been change. This past year has been a particularly remarkable period of transformation and opportunity. It's my privilege to work with our Board, Executive and staff to ensure we remain relevant, mission-driven, true to our values, and focussed on our purpose: disrupting disadvantage and breaking down barriers, to enable people to lead positive lives.

Over the past 12 months, we've been at the forefront of navigating significant societal change, stepping up our human rights advocacy on issues such as marriage equality. We've also been on the frontline of landmark policy, funding and service system reforms – in disability support, family violence, homelessness, early years, education, youth justice, and palliative care.

Many of those State and National reforms have been built on the wisdom and expertise of our staff, service users and our partners. Together, we've influenced the design of those reforms and led their early implementation. The National Disability Insurance Scheme (NDIS) is one example. In an environment where many registered NDIS providers are yet to deliver their services through NDIS, Melbourne City Mission is front and centre, adapting to the NDIS environment and adding new services, like support coordination, to meet demand in one of the first regions to transition into NDIS – North East Melbourne.

As governments and communities grapple with complex social issues, this has been a year in which Melbourne City Mission's creativity has come to the fore, identifying new solutions to problems that are resistant to traditional policy, funding and service system responses.

On the back of the Royal Commission into Family Violence, where we profiled the distinct – and often overlooked – needs of young victim survivors, we collaborated with the State Government to co-design new therapeutic responses for children and young people. During the year, we were thrilled to receive funding to establish U-thrive. This Melbourne City Mission demonstration

project is delivering innovative responses to adolescent victim survivors of family violence, improving their safety and supporting their journey to recovery.

Similarly, in Melbourne's CBD, where there has been a concerning increase in street-based homelessness, we worked with partners, including the City of Melbourne, State Government, the Council to Homeless Persons and other city services, to implement new strategies to effectively support people from street to home. In collaboration with Launch Housing, we now have a Daily Outreach team on Melbourne's streets, reaching out to young people who might not be ready to come into our CBD youth hub, Frontyard. This team tailors the way support services are usually delivered, flexing to meet each young person's highly-specialised individual needs, wherever they are and whatever their circumstance. For the first time, we also have our own mental health clinicians on staff, working full-time at Frontyard. We continue to make steady progress behind-the-scenes to bring our new 'Frontyard Disruptive Model' to fruition. This world-first model will combine intensive-support crisis accommodation with onsite specialist support spanning mental health, primary health, alcohol and other drugs, and other therapeutic services. Soon we'll be embarking on a capital campaign to match the State Government grant we have received.

It's important to periodically take stock throughout the year and celebrate success. The opening of our new independent school, The Hester Hornbrook Academy, by the Deputy Premier of Victoria and Minister for Education, The Hon. James Merlino MP, was one such occasion. Another was the re-opening of our newly-renovated and extended Hartnett House Children's Centre, where we are now offering more places for children than ever before and new community spaces for co-located maternal and child health services, early childhood intervention services, and a range of parenting programs and resources.

It has truly been a remarkable year for Melbourne City Mission. In this, my first full year as CEO, I've taken great pride in

seeing our extraordinary staff in action – supporting people to find a stable home, inspiring passion for learning, teaching skills to lead an independent life, helping our clients amplify their voices, and so much more. I thank our dedicated staff for their care and commitment.

I am thankful to our dynamic and skilful Board. They have the interests of our clients and our mission in their hearts at all times. They have been instrumental this year in guiding me and the organisation to develop our next Strategy that will carefully steer us towards an exciting future of sustainable growth. A future that continues to put our clients at the centre, values our staff, and focusses on maximising outcomes for all our stakeholders.

I would also like to express my appreciation to our major funders and partners in Local, State and Federal Government, our community sector partners, as well as businesses, philanthropists, educational institutions and others in the community who support our work. A fuller acknowledgement is provided on page 31 of this Annual Report.

I believe a positive life, a good life, an ordinary life is a magnificent thing every person has a right to enjoy. It is a great privilege to be entrusted with the leadership of Melbourne City Mission through this period of significant change and my focus is, and will remain, on ensuring our incredible team working directly with our clients, continue to have the tools and support they need to help our clients achieve their best future, their way.

Vicki Sutton
Chief Executive Officer

New Strategic Plan: 2017-2022

This year Melbourne City Mission made important progress on our **Strategic Plan**, in response to the **rapidly changing environment** for not-for-profit providers of community services.

Governments are **changing how they fund human services**. Social attitudes toward family, life and death, and gender are shifting, and there is **increasing demand for social services**, in more places than ever before.

While change may bring challenges, it also presents **new opportunities**.

Our five-year Strategic Plan seeks to build on our strengths and achieve ambitious growth. We aim to change more lives in more places in two key ways:

Maximise our impact

- We are ambitious for growth, to meet the needs of our communities and clients.
- We are an influential voice and thought leader.
- We amplify our clients' voices.
- We are a partner of choice for funders, supporters and clients.

Lead through innovation

- We disrupt ourselves to find better solutions.
- We invest in innovation and new ideas.
- We leverage intellectual property.

In order to achieve this, our strategy builds our emphasis on three areas:

Clients at the centre

- The needs of the people we serve drive everything we do.
- We deeply understand our clients and we know what difference we make.

Value our people

- We work together, supporting each other to do our best work.
- We attract and retain the best possible staff.
- We provide the safest possible workplace.

Invest in the future

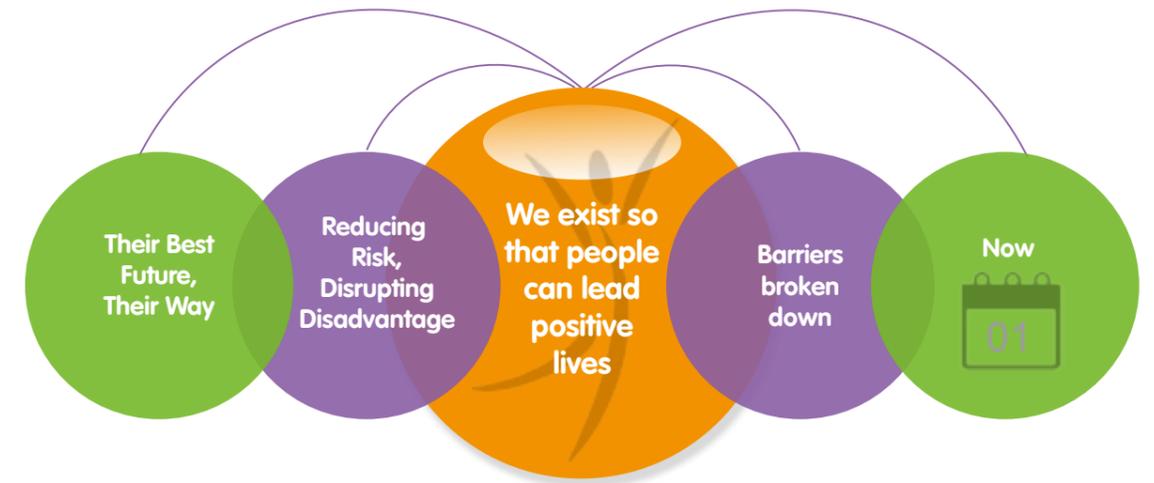
- We use purposeful financial management to invest in innovation and growth and to ensure we are sustainable into the future.

Our purpose and philosophy

The new Strategic Plan is anchored by a guiding purpose and philosophy which describes why we exist, and how we approach our work with the people we work alongside. We focus on empowering people to make their own choices, disrupting disadvantage, and on supporting people at risk onto a pathway to a more positive life.

 **Our online reading room**

Our 'One MCM' purpose and philosophy



We work with people at risk of poorer outcomes, and progression to greater and different forms of disadvantage

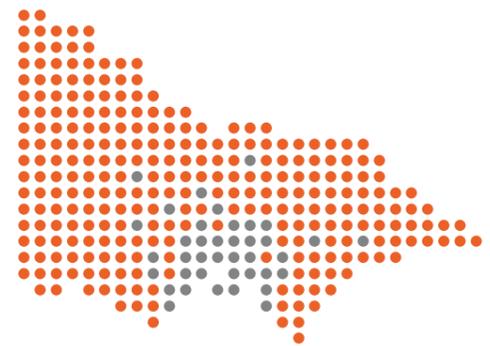
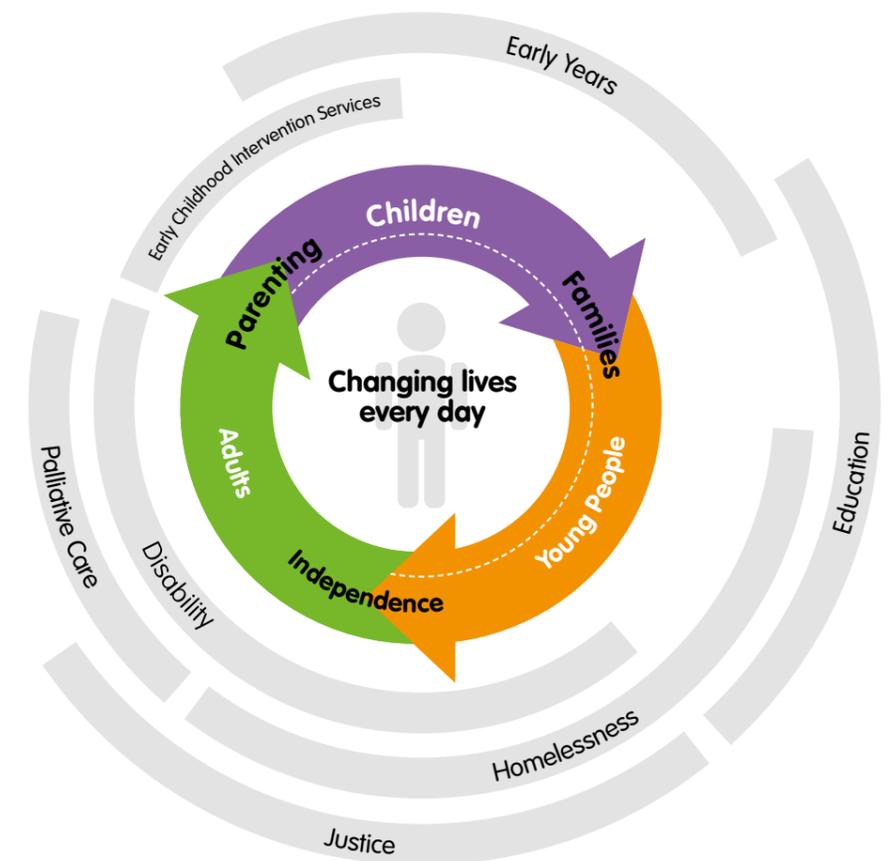


Our suite of services prevent and disrupt cycles of disadvantage throughout people's lives



We deliver services throughout metropolitan Melbourne and surrounding regional areas

Our target audiences and services



Disability & NDIS



"I had no idea this kind of support was available. I just love this place. I would probably still be sitting at home trying to figure out how to help Levi. I would be lost. I would not understand him like I do now."
– Levi's mum.

It started on 1 July 2016. After the success of the foundational trial among 5,000 customers in Barwon, the long-awaited transition to the National Disability Insurance Scheme (NDIS) began. By the end of the year, 15,434 Victorians had their NDIS plan in place. Melbourne City Mission ended the year with a 4.9% share of this market – **756 customers** – and we are looking forward to a future of growth in this exciting new era of customers empowered to choose and control their own supports.

For example, NDIS customers for Early Childhood Intervention Services have **grown by more than 50%** with 130 families already using our services, plus 70 new children and families who have chosen us as their service provider.

Customers are loving our one point of contact

for customer service, while our managers are embedded in local communities, right where services are being delivered. Our business processes have been streamlined and our **Support Coordination** service has been very popular with customers, because we simplify what could otherwise be very complex support arrangements.

We also believe customers are attracted to us because **our staff deliver high quality services** and are flexible enough to adapt and improve, always aiming for best practice.

Our Disability Services division delivered **28,860 hours of NDIS-funded services valued at \$2,643,000.**

- We spent \$21 million serving our customers, up 25% from last year, reflecting block funding carried over from previous years and the start of customers' NDIS purchases.

Our shared care service (Clyde Street) had an outstanding year, delivering highly specialised support for children (6-18 years) who have intellectual disabilities and behavioural issues, and support for their families. The sophisticated skills of our staff and our high expectations of the children are producing excellent outcomes in building their capacity and setting them up for success in making friends and taking part in family life alongside their siblings.

Compass continues to build capacity and improve wellbeing for people with an ABI – Acquired Brain Injury – in a clubhouse environment, directed and run by the members themselves.

Bridges celebrated 25 years as a community access program where people with disability can come to work, learn and make friends. The program has 26 staff and 89 participants, including 12 young people running two school canteens.

Sounds Good is a group for people of all musical abilities run by professional musicians on Friday fortnights. Jamming, songwriting, recording – it has been so successful that other groups are planned – in art, cooking, walking, dance and comedy – as the NDIS rolls out across Melbourne.

Meet Levi

Levi lives in a world that others, including his parents, find difficult to understand. Levi's world is called autism. He also has an additional syndrome that makes his development even more challenging.

Just when Levi's parents were grappling with their son's diagnosis of autism spectrum disorder, his dad had a very serious accident at work. Levi has been receiving specialist care from our Early Childhood Intervention Services (ECIS) professionals with many years' expertise.

Levi's life began to change as he started attending a specialised playgroup and began to show real happiness in the company of other children.

He now attends a regular kindergarten – on his own. These are remarkable breakthroughs for Levi and his family.



Working to enable independence in our community

756

service agreements developed

12%

of customers access more than one program

200

children & families supported in ECIS

89

clients at Bridges



Homelessness



"I feel blessed that you were assigned to us. You have been the good for us in this crappy time and have helped all of us to reach our potential and blessing. If you ever wonder whether you are making a difference, I'd be honoured if you'd think of me and the impact you have made in my life and the lives of my girls."
 – Rosa, Cassie's mum.

Melbourne City Mission is the largest government-funded provider of youth homelessness services for Victoria. As the leader in this sector, we face a challenging dilemma. Our solutions are highly effective, but homelessness continues to accelerate.

For example, last year our teams provided **support to 12,410 people** many of whom were **unwell, in crisis and suffering from trauma**. This far exceeded our funded expectations.

The public has been shocked by a **dramatic increase in the visible exposure of rough sleeping** in the CBD and in suburban areas... and yet: **94% of homelessness is hidden from public view**.

Couch surfing is the most common form of youth homelessness, along with various types of insecure and overcrowded accommodation.

While homelessness increases, evidence also shows that Melbourne City Mission's **homelessness programs work incredibly well**.

Some programs **resolve homelessness**, such as Frontyard Youth Services (see next pages) and our adult and family homelessness services who also work hard to support families to stay in their homes. Other programs, such as the new mental health support we began providing this year, succeed in **greatly reducing the traumatic impact** of homelessness, neglect, abuse, violence and family breakdown.

Young people identify housing crisis and family breakdown as their key reasons for seeking support. **Older adults and families cite eviction and the unaffordability of high rent**.

- Our Homelessness & Justice services cost \$12.7 million,
- a 2% rise year-on-year.

This year, our **Early Intervention** programs were very effective in diverting young people away from homelessness. For example: **Detour: 85% success rate in averting homelessness**.

Youth Refuges (16-25 years)

Melbourne City Mission operates four Youth Refuges across metropolitan Melbourne: Iramoo, Stopover, WRAP and Young Women's Crisis Accommodation (Vicky's Place).

Working in partnership with Frontyard, they provided a safe, secure refuge for **630 young people** and their children. Children made up 17.5% of refuge residents, including 71 infants and 100 younger than 5 years old.

Meet Cassie and her mum Rosa

Cassie was living in a squat in Brunswick when she started working with our Finding Solutions worker, Brianna. Cassie's relationship with her mum, Rosa, was seriously in need of repair. Both women were victim-survivors of family violence.

Over six months Brianna created a safe space for both women to share their stories. "Emotion Coaching: The Heart of Parenting" helped Rosa understand her daughter's need to be able to talk to her about her experience of family violence.

Cassie has moved back home with her mum and now has her dream job in a cafe. We funded eight life coaching sessions for Rosa, which she describes as 'life changing'.

The wonderful result is that both women can now communicate their feelings to each other without conflict. Cassie feels validated by Brianna's support and Rosa feels empowered to live her life fully.


Homelessness Support

43 days the average stay or 'period of support in youth refuge'	630 young people supported	59.5% of refuge residents were female	35% born overseas
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Frontyard Youth Services



"If you're told you're a piece of s**t, you're going to act like one. It's so important to be supported by the people around you because people lack confidence, especially if they've been told they were worthless as they were growing up. It's about building people up and not putting people down and having good people around you." – Aleisha.

A cornerstone of the Victorian youth homelessness system, **Frontyard is Melbourne's largest early intervention and crisis response service** for young people who are experiencing, or at risk of, homelessness.

Frontyard continues to evolve to the needs of young people, something which the new Frontyard Disruptive Model addresses. Bringing together crisis accommodation, case management, coordination of outreach workers, and intensive support, this flexible, fully-integrated model will meet the complex and dynamic needs of the most marginalised **young people who are experiencing homelessness.**

A new daily support team is actively working to reduce rough sleeping in the CBD. More staff, flexible support and better access to housing is getting young people off the streets and into temporary and ultimately long-term accommodation, but youth homelessness continues to increase.

This year **Frontyard had 7,701 drop-ins throughout the year**, while adding many new initiatives to our range of multi-disciplinary services that meet young people's holistic needs: emotional and social wellbeing, as well as physical needs for safety, security and shelter. We are very excited to have started a pilot of an outstanding program called Check In: recovery-oriented mental health for young people.

Our staff received **around 65,000 phone calls** from young people, families, schools and other support services connected to young people. Frontyard also operates specialised phone information services such as the state-wide **Leaving Care Hotline.**

Our annual collective of young leaders, the **Youth Action Group (YAG)**, produced a ground-breaking manifesto in 2016 and have been very active advocates in 2017. We also introduced the Youth Advisory Committee which ensures **young voices are heard** by including them in the decision making as we develop our programs.

Demand at Frontyard is so high that every afternoon The Basement has to function as a secondary waiting room. Young people spending time in The Basement can take part in programs for developing living skills while fostering positive relationships with our staff. These programs include cooking, private rental support, job readiness, gym and a hair salon. Other programs have a therapeutic focus to help young people deal with their experiences of trauma. Currently we can offer them trauma-informed yoga, music therapy and our new addition, animal-assisted therapy. Contact with animals is proving to be a remarkable new way to increase young people's sense of safety, peace and wellbeing – increasing their capacity to cope and achieve better outcomes for themselves.

Helen from our Frontyard team talks about working with young people.

"Seeing them actively participate in programs like animal therapy and cooking, and watching them achieve their goals is just awesome. I love the community feel that Melbourne City Mission has. It is the most amazing and supportive environment."

Meet Aleisha

Aleisha is a young leader who was with Melbourne City Mission's YAG and is now a member of our YAG alumni program.

"I grew up in foster care and I relied on myself. Asking people for anything is like stepping into a whole new environment.

"I was full of trauma when I was younger and I didn't know it until I got older. After my mum died, I got kicked out of primary school and high school. I repeated school when I was 18 and I felt so dumb.

"There was a turning point for me. There was this teacher and she said to me, 'I see something in you.' She told me that one day I would change the world and from that day, I've worked to change my life around. Her words are in the back of my head all the time. That teacher saw me and it changed my whole life."

This year nearly 2,000 young people received 10,916 services	including 3,639 Frontyard 2,642 Melbourne Youth Support Service	1,069 Young People's Health Service 835 Youthlaw	769 Intensive Support Work 30 Classroom	593 Centrelink 387 Basement 131 Reconnect	119 Allied Health 50 Young and Pregnant Parenting
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We have recruited an experienced team of practitioners to deliver the programs at Ravenhall Corrections Centre.

Going to prison is a life-changing experience. Our Justice Services provide programs that aim to help people who are incarcerated rebuild their lives and reintegrate successfully back into their community. We have been providing services at Dame Phyllis Frost Centre (DPFC), and Tarrengower Prison since 2005, and will soon be providing a large suite of programs at the new men's prison, Ravenhall Correctional Centre.

Developing new programs for **Ravenhall Correctional Centre** was an exciting privilege for us this year. Opening in late 2017, Ravenhall is a new men's medium security correctional facility with **capacity for 1,300 men**.

We were part of an alliance of service providers working with lead partner GEO to deliver support, mental health, education and recreation services on site at the prison. The programs are based on the Good Lives Model, which has an ethical basis in human rights and aims to reduce re-offending by supporting and enhancing the capabilities and wellbeing of men in prison. The programs we developed include employment and education, family services, parenting and life skills, as well as pre- and post-release case management support.

The Family Support Service (FSS) at DPFC (since 2005) and Tarrengower (since 2011) assists women to maintain a healthy and robust relationship with their families, to increase resilience factors that support reintegration and transition back to their communities after release. The service assists with parenting support and information, liaison with legal representation, child protection engagement and planned access and visitations.

Out of the Dark is a nationally recognised service we deliver at DPFC and Tarrengower, aimed at assisting women to understand family violence and its impact, and to strengthen their skills and resilience to make positive change in their lives. In clear recognition of the value of this 6-week program and the rising demand for it, this year Out of the Dark was **doubled from seven programs to 14**.

This year a total of **97 women successfully completed the program**.

Meet Sally

Sally is a 25-year-old woman of Aboriginal heritage who began working with our FSS Team at DPFC in 2014. The Department of Human Services (DHHS) Child Protection Service was involved when Sally went to prison and supported Sally's mum in taking care of Sally's two children, aged one and four.

Our Family Support workers helped Sally to remain in contact with DHHS in a positive way, helping to keep the lines of communication open. We also helped Sally negotiate regular visits with her girls.

Last year, after Sally had a falling out with her mum, the children were placed with Sally's ex-partner. Sally became very worried for her daughters, so our staff helped her communicate her concerns to the DHHS, while also providing emotional support through a time of stress and a sense of powerlessness over her children's care.

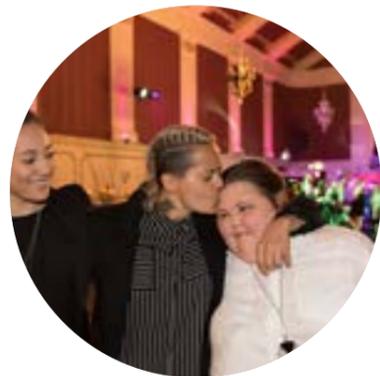
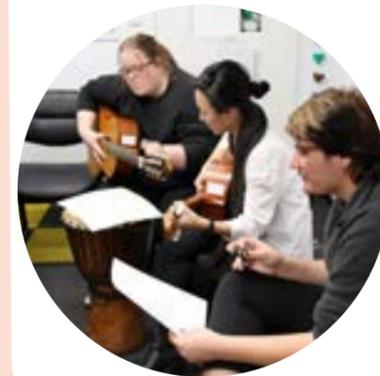
The Family Support team helped Sally to rebuild her relationship with her mother, to the point where the DHHS returned the children to their grandmother's care.

Early this year, Sally was transferred to Tarrengower prison and our Family Support team helped her to apply to have her children stay with her at the prison during school holidays. We worked with the DHHS, the application was approved and Sally was very excited to introduce her daughters to her Family Support workers.

<p>A recent survey of 48 women who used our Family Support Services (FSS) highlights its overwhelmingly positive impact for women in prison</p>	<p>100% would recommend our FSS to other women in prison</p>	<p>82% said our support in their interactions with child protection services was beneficial or highly beneficial</p>	<p>82% experienced improved or significantly improved relationships with their children</p>
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Our year in pictures. A year of change and achievements, a tremendous amount of government support, community partnering, advocacy, research, individual generosity and a lot of hard work.

This has been a year for learning new skills, discovering talents, entering careers and taking on new missions in life. We have new customers, new ambassadors, programs, a new academy and a strong sense of purpose: **we exist so that people can lead positive lives.** As you can see from these photos, that purpose was being achieved in 2016/17, in the most positive ways, every single day of our year.



Early Years



Mother Goose: the bonding power of rhymes, song and stories. Parent-Child Mother Goose is a program that is proven to work in helping families to nurture positive patterns of attachment and interaction in a child's crucial early years.

As an organisation we support families to ensure children are safe and are getting appropriate education and care throughout their early years. The first 1,000 days of a child's life are crucial for education and development and we focus significant attention on this stage of life. Our kindergarten and long day care programs partner with our more intensive support programs – including Cradle to Kinder and Early Childhood Intervention Services – and our parenting groups, supported play groups and other specialist interventions provide a complete suite of services to families with young children. We are excited about the changes in this space that are being brought on by recent government inquiries and Education State-related policy.

Cradle to Kinder (C2K)

C2K is a Department of Health and Human Services (DHHS) program providing intensive ante- and post-natal support for families requiring additional services to avoid relinquishment to child protection. This year we continued with our existing partners to win a highly-contested tender process to establish new programs, resulting in Melbourne City Mission's **C2K supporting 96 families** across the Western, Brimbank/Melton, Hume/Moreland and North East regions.

In March, Victorian Minister for Families, Children and Youth Affairs, the **Hon. Jenny Mikakos MP**, opened our superb newly-renovated early learning spaces at **Hartnett House Children's Centre**, increasing our capacity to 126 children a day. **Laurimar Kindergarten** now has six kinder groups running alongside a range of family support resources. **Bassetts Road Early Learning Centre** in Doreen now serves **203 families at 87% capacity** and has exceeded the national standard for collaborating with families and communities. Braybrook Early Learning Centre now has three kindergarten groups in the Braybrook area, where we are improving our systems and processes to better support families experiencing challenges in areas such as transience and immigration.

Early Years Family Support Programs are running in Braybrook, Doreen and Fawkner, addressing issues such as social isolation, family violence and post-natal depression.

Our new Child Safe Statement

Melbourne City Mission supports the government initiative for all organisations to have Child Safe statements and the associated higher levels of scrutiny on all organisations that work with children. This year our new organisation-wide statement covering children and young people of all ages was published. It sets out our approach to preventing abuse, responding to allegations, contacting authorities, following obligations rigorously, and being extremely robust in recruiting, training and managing staff and volunteers... because we want all children and young people to be safe, happy, empowered, supported and respected.

- 2017 expenditure for Early Years was \$10.8 million.

Meet Ryan

Ryan joined Laurimar Kindergarten after being excluded from another service. Ryan has dyspraxia and his speech and language are delayed, so he gets very frustrated. Communication and movement are really big challenges for him.

Extra support in his early years can make all the difference for Ryan. As he learns to relate well with others, potential poorer outcomes are avoided later on. The staff ensured Ryan had an additional educator to support him and his whole class, making sure Ryan was involved positively in every aspect of the day. He's getting support to learn and relates well with others. Ryan asks questions and is good at sharing his beloved toy cars because he feels safe enough to bring them to kinder and loan them to his friends.

Cradle to Kinder results in Western Metropolitan Region

64%

in activities like swimming and playgroups

55%

accessing Childcare

78%

still at home with Mum

68%

still connected with Dad

97%

up to date with immunisation



The Hester Hornbrook Academy



"2017 has been a very exciting year so far! I look forward to seeing the growth of this wonderful school in the next couple of years" – Jo, The Hester Hornbrook Academy Staff Member.

Equip. Empower. Engage. In a very exciting year for embracing change, Melbourne Academy became The Hester Hornbrook Academy, named after one of Melbourne City Mission's co-founders, who tirelessly campaigned for education for all. The Hester Hornbrook Academy has opened as an Independent school to continue the great work of the Melbourne Academy.

The Hester Hornbrook Academy provides supportive, flexible education for young people who have experienced barriers to education participation. Often, negative experiences in mainstream school, life and relationships have prevented students from completing secondary education.

We don't judge our students according to their past experiences in education. Our school offers high quality education to all our students with extra emphasis on supporting the wellbeing of students who have **complex barriers to education participation** including: experiencing homelessness; bullying; family breakdown; mental health issues; financial issues; physical health; drug and alcohol issues; trauma; negative educational experiences; culture and/or language barriers; and legal issues.

The Hester Hornbrook Academy has been supported and **fully embraced by the community development and education sectors** meaning most of our classrooms are at full capacity, with waiting lists through the year.

A special element that sets The Hester Hornbrook Academy apart from other schools is our high support model that includes **one Youth Worker and one Educator per classroom** working together in a highly integrated way – tailoring learning and supporting wellbeing. Each classroom provides practical experience relevant to work, literacy, numeracy and personal skills. We provide three levels of VCAL – Foundation, Intermediate or Senior which is a year 12 qualification. Students can stay longer in school if they choose, spreading their senior education over additional years while building their ability to contribute to community. Students can bring their children to class in **two specialised Young Mums classrooms**.

Establishing The Hester Hornbrook Academy as an Independent school gives us a **sustainable model** for moving forward, continuing to grow, and expanding our reach and impact.

Independent school status means we can increase classroom resources to enhance student learning experiences and develop the curriculum; invest in staff professional development; and focus on supporting student wellbeing through engaging health professionals and external wellbeing supports and also with enhanced engagement activities, such as incursions and excursions.

Meet Jack

Jack came to The Hester Hornbrook Academy from Frontyard Youth Services. (The King Street classroom sits within Frontyard and is a part of our youth homelessness response). At first Jack was withdrawn and quietly spoken, with occasional behavioural issues that made staff uncertain if they could work with Jack. Our Wellbeing Team Leader and Lead Educator worked with staff to develop strategies for connecting with and engaging Jack through his interest in alternative culture. Jack identifies as a punk, with a colourful Mohawk and torn clothing covered in studs and homemade patches. He once came to class in full clown make-up and costume.

In Term 3 Jack took a lead role in designing, developing and painting a mural covering the entire King Street classroom wall. It took all term to complete the mural, which was launched in August at an event catered and hosted by the students, who spoke of how much they have grown personally, by working as a team. Over three terms it was great to see Jack develop and engage in learning, and with peers and staff. We are very pleased Jack has chosen to keep learning with us.

<p>THE HESTER HORNBOOK ACADEMY melbourne city mission in 2016/17</p>	<p>170 enrolled students</p>		<p>20 young mums with babies</p>
			<p>11 Indigenous students</p>
			<p>7 state of the art classrooms</p>



Education & Training

“When a young person is severely disengaged, very few programs can meet them on their terms. Seeing someone come from a place of severe isolation and move into enjoying education with a group of peers is something very special to be a part of.”

– HEAT Training Staff Member.

Education is a major and powerful aspect of our work in supporting people on their journey to achieve their best future, their way. Melbourne City Mission is a **Registered Training Organisation (RTO)**, a **Non-School Senior Secondary Provider** delivering **Victorian Certificate of Applied Learning (VCAL)**, a registered **Learn Local** and as of this year, we have registered our own Independent school, **The Hester Hornbrook Academy** (see previous page).

This has been a year of strategic planning and reflection on practice for our Transitions Team, with major change and growth across all their programs:

- HEAT Training
- School Focused Youth Services (SFYS)
- Reconnect: Engagement and Learning Support Program (REALS)
- Western Young People’s Independent Network (WYPIN)
- Learn Local
- Springboard
- Connect Youth
- L2P Learner Driver Mentor Program
- Volunteers and Student Placements

These programs work together as an integrated lattice of supports delivered by our resourceful **Transition Team**, who focus primarily on young people who are at risk of disengaging from their mainstream education – or have already parted ways with school. This year we have reached more than 500 young people with many successful outcomes being celebrated.

Program showcase:

HEAT Training celebrated 10 years of innovative, practical re-engagement in the hospitality industry. HEAT (Hospitality Employment & Training) supports students to develop their self-esteem, gain work experience in local restaurants and hospitality businesses, achieve accredited training qualifications and prepare to enter work.

One of the highlights of the year for HEAT’s 45 students was the **10th Anniversary Homeless Longest Lunch**. The Lunch for people experiencing homelessness and others who support them enjoyed fine food prepared, cooked, plated and served by the HEAT Training students. The students also stage regular HEAT Cafes, creating and catering delicious lunches as they work their way towards a Certificate II in Kitchen Operations (including Responsible Service of Alcohol and a Coffee Making Certificate).

Meet Sam

Sam is a 17-year old with a complex life situation that causes many barriers to education participation, including autism, addictions and mental health. He has also spent time in a youth justice facility. After he was referred to us, our Outreach Education Worker had to be very patient and proactive in building rapport with Sam before he felt comfortable to enrol.

Through our Springboard program, in time, Sam agreed to come along to Connect Youth workshops in North Fitzroy. At first, he wasn’t well engaged, excusing himself to go to the bathroom, then leaving for the day. The worker kept in touch and Sam spent one-on-one time with educators in our Fitzroy classroom.

The result is that Sam is now eagerly engaged in the program and enjoys hands-on activities bike such as his current project: turning a bike wheel into a working clock. He knows he can seek support in class, and with his growth and development in both the Springboard and Connect Youth programs, Sam is now aiming to return to full time education.

<p>45 HEAT students engaged this year</p>		<p>35 young people working with Reconnect</p> <p>60+ young people received driving lessons with L2P</p> <p>50 volunteers recruited</p>
<p>3 successful HEAT graduations</p>		



“Melbourne City Mission Palliative Care coordinated every service I needed. It was just like having a hospital team in my home. It eliminated the fear and made a really good ending for Dad possible.”
– Leanne.

Melbourne City Mission supports people with a terminal condition, advanced disease or life-limiting illness in their place of residence. Our interdisciplinary Palliative Care team supports our clients and their families with a service available seven days a week in **Hume, Moreland, Darebin and Yarra**. We work with clients and their families to enhance quality of life with dignity, through expert pain and symptom management, professional support with emotional and spiritual concerns, time out for carers and consultancy with health professionals and agencies. We also offer ongoing support to those who are bereaved.

The team carries out twice-yearly benchmarking reports, which this year continued to show **consistently higher levels of service** than similar community Palliative Care providers. We achieved **100% “satisfied” or “very satisfied” from GPs and hospitals for quality of care;** timeliness of client assessment; ease of contact and communication; seamlessness of approach; responsiveness to client needs; and timeliness of notification of death or discharge. Their feedback included:

- “incredibly responsive”
- “superior to other services”
- “immense skill and sensitivity”
- “caring, supportive, helpful for the whole family”
- “the team made this death very meaningful for patient and family.”

‘Ready for Community Care’ is a new set of updated palliative care protocols developed for the Department of Health and Human Services by a working group that included a representative from our Allied Care Team.

GPs are an important part of the team at end of life. During the year we were invited to contribute to the development of a palliative care evidence-based web-based resource for GPs – **HealthPathways Melbourne**. The pathways were written by GP clinical editors with input from local GPs, hospital-based specialists and other subject matter experts.

We took part in the Responsive Acute Palliative Intervention and Decision Assistance (RAPID Assist) project with the Victorian Comprehensive Cancer Centre, to explore a team structure for **handling complex care issues at home** rather than in hospital.

Meet Leanne

Good endings build new beginnings. Just over a year ago, Leanne’s dad died surrounded by his daughters and grandchildren. Leanne had been caring for him at home for several months. As a former registered nurse, Leanne knew what her dad needed, but was daunted by the prospect of sourcing those services. It had been a great relief to be able to turn to our Palliative Care team.

After her father died, Leanne found grieving even harder than expected, so she approached our bereavement team for support through her grief. She told us, “I want to hide from the world, but daily demands require me to keep going, albeit with tears leaking from my eyes. I’m not used to feeling so weak. I hate it. But what I hate more is living without my father.” Leanne attended our six-week Bereavement Support Group and received bereavement counselling for six months. It was on our course, while admiring others’ strength and resilience, Leanne came to realise, “I have these qualities too.”

 <p>This year we cared for 732 clients</p>	<p>77% of clients had some form of cancer</p>	<p>23% had conditions such as organ failure, heart disease and dementia</p>	 <p>61% died in their place of choice, which is higher than the state average</p> <hr/> <p>51% of our clients were born overseas</p>
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Diversity in Australia is accelerating. More than 11 million Australians were born overseas or have a parent born overseas. We speak 250 languages and follow at least 135 religions. The future success of Australian business depends on the ability to respond, adapt and capitalise on this diversity.

Melbourne City Mission is a not-for-profit organisation, but we have unique skills and expertise that can be of great value to clients such as businesses and government departments. CQ Cultural Consulting offers a window into a very promising future in which we offer fee-for-service consulting and training.

CQ Cultural Consulting is **a social enterprise**. That is, a business that offers positive social outcomes as well as benefiting its clients. “CQ” expresses the concept of Cultural Intelligence: awareness of and sensitivity around cultural diversity.

CQ Cultural Consulting offers professional services in training, consulting, research and resource development, so our **clients can enhance their cultural intelligence** and generate the social and commercial benefits of the extraordinary diversity to be found in today’s Australia. The future success of Australian business and the effectiveness of government depends on the ability to respond to and capitalise on this diversity.

Founded three years ago as an offshoot of WYPIN – the Western Young People’s Independent Network – CQ now has a proven track record of delivering consulting services to clients and has **a rich and authentic understanding of diverse communities**.

With over 40 years’ combined experience and fluent in seven languages, the CQ team of consultants span industries including health, business, law, engineering, accounting, politics and management.

This year CQ achieved **income growth of 50%** and expanded consulting and training services across Victorian local government councils, educational institutions and for-profit organisations.

As a social enterprise, CQ’s success is measured in social impact as well as better business outcomes for clients. Social impact includes supporting capacity-building initiatives in diverse young people, **developing diverse young leaders** and fostering greater diversity and inclusion.

“Since CQ’s launch in April 2015, the enterprise’s growth and the development of its team has continued to evolve and change. However, what remains true are the core values, mission and vision behind CQ, which is to promote the benefits of having a culturally diverse workforce and community, and **to build cultural capability** in Australian communities, organisations and businesses to respond to the opportunities this diversity presents to us all.”

– Safa, CQ Staff Member

Australasian College for Emergency Medicine

This year CQ was engaged by ACEM to develop a three-part series of online learning resources. The overarching purpose of the resources was to support ACEM Fellows in developing their cultural capability so they have the knowledge, skills and awareness to confidently assess the cultural competence of their trainees in emergency departments across Australia and New Zealand.

These trainees often work with Aboriginal, Torres Strait Islander and culturally and linguistically diverse (CALD) patients. ACEM now has the comprehensive resources they need and Fellows are providing effective feedback to their trainees.



The Hon. Jenny Mikakos MP, Minister for Families and Children, visited Hartnett House Children's Centre to officially mark the completion of the Stage One redevelopment.

As well as providing services and programs, Melbourne City Mission has an important and challenging role as an advocate. This summary is just a snapshot, so we hope you will use the link below to read a slightly more detailed report on a very busy and successful year of addressing root causes of inequity and achieving positive social change.

Youth Justice

While judicial, law enforcement and justice sector experts have identified a surge in violent offending amongst a small group of young people in the past 12 months, the overall number of young people involved with youth justice has actually plateaued since 2010. Against a backdrop of heightened media reporting and political debate, we contributed evidence-based policy perspectives on youth justice.

We participated in the **State Government's review** of Victoria's system of youth support, youth diversion and youth justice services. As part of this, we convened a **focus group of diverse young people**, who met with the State's independent reviewers. Their voices were included in the final report to government.

We also made a **written submission on the drivers of youth offending** and the implications of incarcerating young people with significant trauma histories and complex health issues to the Parliament of Victoria's Legal and Social Issues Committee. We continued our active role in the **Smart Justice for Young People coalition**.

Education Re-Engagement

In Term 1 2017, our new Independent school, The Hester Hornbrook Academy was officially opened by the Deputy Premier and Minister for Education, The Hon. James Merlino MP. The **State Government agreed to support our new flagship campus** in Prahran for The Hester Hornbrook Academy and our HEAT hospitality industry training program. We provided the **Victorian Ombudsman's Inquiry into School Expulsions** with evidence from our students and staff of systemic failures and policy non-compliance in government schools.

Family Violence

Building on our engagement with the Royal Commission, we engaged in strategic conversations about the development of Victoria's **new Support and Safety Hubs** and co-designed **new Therapeutic Interventions for Children and Young People**. Our perspectives on the **intersection of disability, family violence and homelessness** were featured in Parity journal.

Early Childhood

Our Cradle to Kinder team is on the frontline of navigating reform in **Child Protection**. Their practice wisdom was shared with the Commission for Children and Young People, as part of the independent review of legislative changes introduced to **improve stability for vulnerable children**. We also continued to play an active role in the State Government's **Roadmap for Reform agenda**, which aims to better prevent neglect and abuse, deliver early support to children and families at risk, and secure a better future for children who can't live at home. During the year, we were appointed to two key Roadmap working groups.

Disability and Social Inclusion

We made submissions to the **State Disability Plan 2017-20 and Shaping our Future: Discussion on Disability Rights**, a national consultation by Alastair McEwin, the new Commonwealth Disability Discrimination Commissioner (featuring the voices of people we support and their families). During **Anti-Poverty Week 2016**, our social media provided people with Acquired Brain Injury a platform to share powerful stories of **barriers to employment participation**, and their ideas for dismantling those barriers.

Homelessness

NPAH, the **National Partnership Agreement on Homelessness**, accounts for one-third of Australia's homelessness funding. With its future in doubt, Melbourne City Mission was part of a successful national campaign to **'Save NPAH'**. In Victoria, we collaborated on the **Making Renting Fair campaign** and advocated for **reforms to the Residential Tenancies Act** to improve access to private rental and increase consumer protection for Victorians who are exiting homelessness, people with a disability, people living with a mental illness, people from culturally and linguistically diverse backgrounds, Aboriginal and Torres Strait Islander people, and low-income households. We worked on new solutions to **increased CBD rough sleeping** with peak bodies, other CBD services and local and State governments. Our work was seen on the **SBS series 'Filthy Rich and Homeless'**; we hosted State Housing Minister, The Hon. Martin Foley MP's launch of the new **Victorian Housing Register**; and we co-sponsored a special edition of Parity journal, called **"Giving Voice: Young People Speaking Out on Homelessness."**

Find out more online at melbournecitymission.org.au/policy



"I really appreciate all the opportunities I have been given. The whole experience has been amazing. So if anyone else has a dream, go for it. Anything is possible."
 – Liam, Sleep at the 'G' photographer and Kickstart Your Dream recipient.

Special things happen when we live out our values together. We are whole-heartedly grateful for the organisations, trusts, foundations, major donors and individual supporters who, through **so many creative and innovative ways**, helped us achieve a big year of fundraising. We are constantly blown away by the many ways our **corporate supporters help get vital work done** such as: funding specific projects and programs, supporting us with events, fundraising on our behalf, taking on pro-bono projects, providing volunteers, and offering work experience and employment opportunities.

Our **many volunteers** gave up their time to help us provide positive impacts to our clients and make an outstanding contribution to our events, services and programs.

Just three examples of the many ways generous trusts and foundations have supported us this year: a library of bi-lingual and multi-lingual children's books provided by the **Tobin Brothers Foundation**; music therapy and mindfulness for young people in crisis at Frontyard, supported by the **Collier Charitable Fund**; and a 3-year process to develop a new model for engaging marginalised young people, an innovation made possible by the **Helen Macpherson Smith Trust**.

We have also been laying the foundations for a remarkable capital raising program to establish an innovative, fully integrated model housed in the CBD to **reach and support the most challenging group of young people experiencing homelessness across Melbourne**. A first for Australia, this disruptive model is a game changer and we are going to make sure all supporters are excited and inspired to be involved.

Another busy events calendar has helped to raise awareness and funds towards a range services and programs this year. Two of these outstanding events are:

Sleep at the 'G 2017

On Thursday 4 May, **831 registered sleepers** spent the night with only a cardboard bed (a firm-yet-comfortable Fort Knox Tea Chest) between them and the cold hard floor of the Melbourne Cricket Ground (MCG) concourse to once again generate awareness of youth homelessness. This year marked the **\$2 million milestone of funds raised since our first event**. A wonderful fundraising effort by individuals and teams, the highest result was Commonwealth Bank of Australia with \$63,803!

Along with all our exceptional sleepers, supporters and suppliers, we especially want to thank our Major Partners: **Melbourne Cricket Club, Melbourne Football Club and VicSuper**. We are also very grateful to our Media Partners, Supporting Partners and to our ambassadors.

Fashioning Futures – The Runway Show and Gala Ball

In October 2016, Fashioning Futures was an exciting and glamorous campaign to promote Melbourne City Mission to people living with disability.

The Runway Show starred international model Madeline Stuart and 11 other models of all abilities. They took to the catwalk in front of 220 guests. \$13,320 was raised by generous-hearted fashionistas.

The Gala Ball was a fun night out for people living with disability, their family and carers, and people who work in the Disability sector. MC for the Ball and one of the catwalk models was Tess, a customer who has gone on to become the group facilitator of the inaugural Kickstart Your Dream program which was also launched during this time.

Kickstart Your Dream is a grant and mentoring program for Victorians living with disability, encouraging them to reach for their dreams: setting and achieving goals that lead to further education, employment or community support. We are very grateful to **DIY Online Blinds, Smart Home Electrical, VicSuper and William Buck** for generously supporting this initiative.

Meet Liam

There is an exciting personal connection between the two events showcased here. At the Fashioning Futures Gala Ball, Liam became one of the first recipients of the new Kickstart Your Dream program. Liam's dream was to use his grant to expand his portfolio of photography, with support from his new mentor, entrepreneur Evan Montero.

Just a few months later, Liam had his first professional photography assignment, covering our Annual Wrap party. Then, on the night of 4 May, Evan lent Liam his pro gear, as Liam joined the team of professional photographers capturing the action and atmosphere at Sleep at the 'G. Since then, Liam's incredible images have appeared in our advertising.



\$130,000
 was donated by trusts
 and foundations for our
 education services



\$823,957
 in bequests from
 generous supporters

Sleep at the 'G

6,775
 donations

\$77,959
 raised on the
 night, up 4.8%

2017's event raised \$458,462

Online reach increased 254% to
 connect with 3.06 million Victorians

73
 new sleepers were
 previous donors

380
 Volunteer
 hours donated

Acknowledgements



"Sleep at the 'G unites people from all walks of life for a great cause. It really brings out the best of Melbourne. It's so rewarding to be part of such a positive and inspiring event. I've volunteered for many years now, I wouldn't miss it!"

- Sleep at the 'G Volunteer.

Thank you

The life-changing services and programs you read about in this report wouldn't be possible without the extraordinary people who are our donors, supporters, sponsors, volunteers and those who support us so generously in business, trusts, foundations and in government.

We are humbled and extremely grateful and appreciative for your creativity, vision and generosity in giving and supporting. Thank you for doing whatever it takes, so that the people you meet in this report and in all our work can break down barriers and achieve their best future, their way.

Volunteers

Thank you to over 300 volunteers who are woven throughout our organisation for all their extraordinary work.

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We exist so that people can lead positive lives. Our purpose is to walk with and work with people in our city and across our state to reduce risk, disrupt disadvantage, break down barriers and do it NOW, so that they can achieve their best future, their way. We do this across the full cycle of life, from early years to palliative care and through disability, homelessness, education and justice... changing lives every day. This year saw more change than ever in our organisation, in the ways in which we serve people and communities, and great outcomes in our clients' lives. Melbourne City Mission 2017.

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