



**Annual Report 2018-19**

# Breaking The Mould



# Breaking The Mould

Unequivocal societal change comes from daring to be different. By embracing innovation and evolving to new heights, we take the next steps in achieving equal opportunity for all Victorians.

MCM is passionate about supporting people experiencing disadvantage to ensure everyone has the opportunity to live their life, their way. A part of disrupting disadvantage is disrupting ourselves to find better solutions.

By re-evaluating the way we do things and leading through innovation, we plan to maximise our impact and reach more people in more communities.

Our client-first approach is putting the people we support at the centre of everything we do.

This has led to big changes in our processes, our services and our brand. Our investment in innovation and growth is strengthened by our amazing team who continue to do their best work together under the *One MCM* banner.

Our 2018-19 Annual Report celebrates the people we support, the amazing outcomes we've achieved and our constant drive to break the mould to achieve something better.

## Acknowledgement of our Land

We acknowledge the traditional custodians of the lands on which we work, and we pay our respects to Elders past, present and emerging. We acknowledge the culture, dreams, and aspirations of the Aboriginal and Torres Strait Islander people who are the true custodians of the land upon which we live and work.

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# The MCM Board

## Our Board Members

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



**Di McDonald**  
Board Chair



**Leonie Boxtel**  
Deputy Chair; Chair Board Nominations & Remuneration Committee



**Joe Carbone**  
Chair Board Quality Safety & Risk Committee; Member Board Nominations & Remuneration Committee



**John Jeffreys**  
Member Board Finance Investment & Audit Committee; Past Chair of Nominations & Remuneration Committee



**Caitlin MacLeod**  
Past Member Board Finance Investment & Audit Committee



**Andrea McLeod**  
General Manager, Disability, Early Years and Palliative Care



**Wayne Merritt**  
General Manager, Homelessness, Justice & Family Services



**Tim Knowles**  
Principal, The Hester Hornbrook Academy



**Dave Wells**  
General Manager, Innovation, Impact & Government Affairs



**Catherine McGovern**  
Past Chair of Board Quality Safety & Risk Committee; Past Member Board Nominations & Remuneration Committee



**Jonathan Mortimer**  
Member Board Quality Safety & Risk Committee; Member Board Finance Investment & Audit Committee



**Marion Hemphill**  
Member Board Quality Safety & Risk Committee



**Paul Scroope**  
Chair of Board Finance Investment & Audit Committee



**Fiona Prestedge**  
General Manager, People, Quality & Safety



**Andrew Sherri**  
General Manager, Corporate Services



**John Kazanas**  
General Manager, Marketing, Fundraising & Communications

# The MCM Executive Team

## 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 to live their lives, their way.



**Vicki Sutton**  
Chief Executive Officer



# Board Chair and CEO Report

MCM's extraordinary 165 year history has been made possible by our ability and willingness to adapt to our changing funding environment and the needs of the community we serve. As we have evolved, we've expanded and altered our services to ensure those who face disadvantage have the opportunity to live their life, their way.

Over 2018-19 we have continued to pursue our goals outlined in our Strategic Plan 2017-2022. We have expanded existing programs and established services in new geographies to meet the needs of our communities. We have introduced new innovations to deliver better outcomes for our clients.

This year we have also taken very difficult decisions to address financial challenges that have arisen from the significant reforms we are navigating, particularly the transition of our disability services into the NDIS. These have included announcing the closure of a much-loved program and making changes to our workforce.

We continue to look toward the future and our 2018-2019 Annual Report spotlights our innovations and how we are breaking the mould for the better.

As we embark on transformation, we are excited for what the future holds for MCM staff, supporters and our clients.

## Maximising our impact

Led by the needs of the community, MCM has made strong progress in our plan to double our impact

by 2022. We continue to be a trusted and influential voice for disadvantaged groups in our communities. We have also established ourselves as a chosen partner for funders and supporters who are eager to participate in innovation for better outcomes. And we have further expanded existing services throughout Melbourne and regional Victoria.

Our new Frontyard opened its doors in May, offering a safe space and a range of integrated supports, including specialist accommodation to young people experiencing, or at risk of homelessness. The innovative new refuge model is improving the way we address youth homelessness; particularly for those with the most complex needs who have been trapped in a cycle of rough sleeping.

In May we also opened our new The Hester Hornbrook Academy campus in the CBD increasing our capacity from one to three classrooms. The purpose-built spaces better support young people, who have disengaged from traditional education, to engage in learning and become part of a vibrant school community.

The NDIS continues to evolve and Support Coordination has emerged as an important new activity that assists individuals and families to get the most from their NDIS plan. MCM has met this emerging need, expanding the reach of our Support Coordination services to communities in Bendigo and Boronia.

## Leading through innovation

One of our key strategic themes is to build on our culture of innovation. Each year we aim to disrupt ourselves by identifying new or improved programs that address unmet needs and deliver better outcomes for clients.

The new refuge incorporated into the redeveloped Frontyard is one such innovation. With round the clock staffing, mental health and drug and alcohol supports, longer stays and other initiatives, this is no ordinary refuge! It truly breaks the mould of traditional crisis accommodation to ensure that those from the most difficult circumstances can be supported with a holistic response to finally end their experience of homelessness.

In November we opened a pilot program called Atrium Housing and Support Program (AHSP) with partners ACSO and Caraniche. This innovation is providing accommodation and tailored supports to help people stay out of prison in cases where they may be refused bail because they have nowhere to live.

Our team is also changing the way we care for people living in residential aged care. Our Aged Care Pilot Program is seeking to improve care and quality of life with timely and responsive specialist care in a residential aged care setting.

## Investment in the future

Our Strategic Plan 2017-2022 recognises we need to use purposeful financial management to ensure financial sustainability.

Like many others in the not-for-profit sector, Melbourne City Mission (MCM) has been experiencing the challenges of changing funding models. Transitioning into the NDIS has increased our operating deficit and financial sustainability became an imperative for us to address this year.

The Executive team and MCM Board worked closely together to identify initiatives to reduce our expenditure in line with available funding. Our priorities were to minimise the impact on clients and maintain our focus on service quality and safety.

We've had to make some tough decisions. In June we announced the closure of our Bridges program. This was difficult news for participants, families and staff. We also announced staff reductions across our shared services and management.

While navigating this transition we continue to invest in our future. We have begun investing in our IT Strategic Roadmap which was approved by our Board in November. Investing in systems will enable us to operate differently, capture outcomes and deliver efficiencies by reducing manual processes. We have also secured land to build a new youth

refuge in Werribee and over the coming year we will continue to fundraise to develop the site.

## Thank you!

It would not be possible to innovate and maximise our impact without the incredibly generous support of our philanthropists, donors, supporters and volunteers. Our annual Sleep At The 'G event was our biggest one yet, raising over \$1.2m to be used to support young people experiencing homelessness by building refuge accommodation. These funds, combined with the contribution of the Victorian Government, philanthropists including the Peter and Lyndy White Foundation, Gandel Philanthropy, Lord Mayor's Charitable Foundation and contributions from PwC, the Property Industry Foundation, among many others, enabled us to complete the amazing Frontyard redevelopment.

To the Victorian Government, philanthropists, corporates, every sleeper, team, donor and volunteer who contributed to this successful campaign, we say a big THANK YOU! And finally, to the MCC for your ongoing support to host our flagship fundraising event at the iconic MCG we say another big THANK YOU!

A special thank you to the Board of Directors for your commitment to our purpose and your continued guidance and support in making MCM the best it can be.

Lastly, we would like to thank our incredible staff who consistently do their best work. Your passion and dedication to our clients enables many to overcome challenges and barriers and go on to live a positive life of their design.



Di McDonald  
Board Chair



Vicki Sutton  
Chief Executive Officer



# Breaking The Mould: 3 Key Areas Of Disruption

1

## Our delivery model puts the client at the centre

**Key outcomes:**

- Empower
- Engage
- Place
- Connect
- Independence



2

## Supporting our people to do their best work

- Investing in new technology
- Employee Engagement
- MCM Workforce Development
- Reconciliation Action Group



3

## Investing in the future

- Managing our business wisely
- Technology Infrastructure
- Innovative Programs and Models

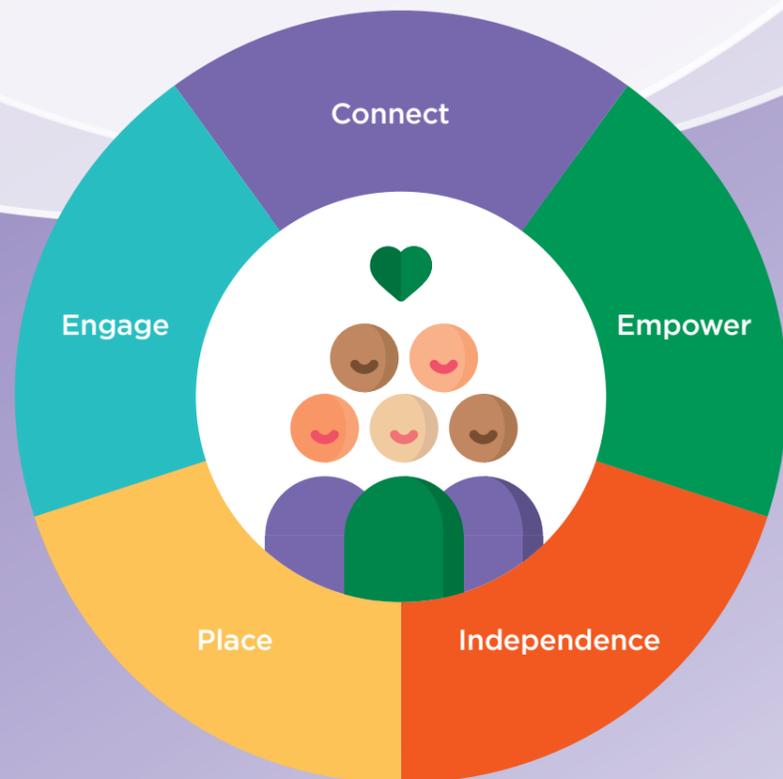


# 1 Our delivery model puts the client at the centre

Our goals would be unattainable without first putting the client at the centre of everything we do.

MCM exists so that people can live positive lives. We disrupt disadvantage, offer support and empower people to make choices on how they would like to live. So it's important to recognise our clients' needs and the role we play in fulfilling them.

We use the experiences of our clients to inform our processes and the services we provide. More than simply listening, we work to secure a deep understanding of our clients, recognising the complex life situations and current barriers in place whilst seeking and receiving support.



# Empower



## Walk Against Family Violence

On Wednesday 25 November, 70 passionate MCM staff joined in the Walk Against Family Violence. The short walk, which starts at Federation Square, raises awareness of family violence and the terrible impact it has on the community.

The 2018 walk was met with heavy rain. However, the weather seemed appropriate as participants watched building projections of the 61 women and 19 children who had died in the past year at the hands of family violence in Australia.

The walk has been an annual event for the past decade. While so much has been done to end family violence during this time, there's still a way to go to ensure the safety of families across the country.

## 16 Days of Activism

Our U-Thrive family violence team were involved in the 16 Days of Activism which ran from 25 November to 10 December. The campaign focusses on putting an end to violence against women and girls around the world. With 1 in 3 women experiencing gender-based violence, it's important for

the community to come together and do their part to help put an end to violence.

Each year the campaign selects a theme, with 2018's being "#HearMeToo" focussing on bringing women's stories to light. The theme is also accompanied by the colour orange which represents a brighter future for women and unifies all activities across the 16 days.



## Bassetts Road ELC enjoyed a visit from the MP

Local member for McEwen, Mr Rob Mitchell MP, visited Bassetts Road Early Learning Centre in Doreen on Monday 4 March to donate flags in support of the centre's growing diversity program.

After receiving a request for Australian, Aboriginal and Torres Strait Island flags from the kindergarten teacher, Minister Mitchell was pleased to present the flags to the class after a child-friendly acknowledgement of traditional owners.

He enjoyed the children's special Acknowledgment of Country.

You can read it for yourself in the orange box to the right.

*"What a fantastic way to instil an appreciation and respect for our great land. I was very impressed with everything I saw on my visit to the Bassetts Road Early Learning Centre - from the impressive facilities, to the passion and dedication of every one of the staff we met. It was very clear from watching the team interact with the kids, just what a special bond they all shared,"* Minister Mitchell said.

The flags now form part of the Centre's continuing development of an indigenous culture program.



**"We at Bassetts Road Early Learning Centre  
Would like to say thank you  
To the Wurundjeri people of  
the Kulin Nation  
For letting us share your land.  
We promise to look after it,  
the animals and the people too.  
Hello land, hello sky, hello me,  
hello friends."**



## Midsumma and Pride March

This year, MCM was proud to attend the Midsumma Festival and Pride March in Melbourne. Joining our staff were young people from our Frontyard Youth Advisory Committee (FYAC). FYAC ran an activity where participants added their painted handprint to our display. This culmination of hands represented the community's support for Frontyard and MCM as an inclusive workplace and service for young people.

During the festival, our Detour Sunshine team conducted Participation Action Research into LGBTIQ inclusive practice, where we heard the views of young people accessing our services and LGBTIQ young people in the community.



# Engage



## Unveiling our newly renovated Hartnett House Children's Centre

The second and final stage of Hartnett House's \$700,000 renovation has now been completed. Funding provided by the State Government allowed for the facelift, which has increased our capacity to more than 120 children.

Then Minister for Early Childhood Education, Ms Jenny Mikakos presented at our official opening on July 31 2018, stating "I am delighted that our investment in this further upgrade of Hartnett House provides great facilities for local families."

"The upgrades have created natural and accessible learning play spaces to support the changing needs of the centre's children. The new facilities aim to help improve outcomes in communication, wellbeing and access as well as participation for all children."

The improved Hartnett House now features:

- refurbished community rooms
- Early Childhood Intervention Services spaces
- internal glass-roofed courtyard
- two new children's rooms
- one of Brunswick's largest outdoor play areas

“It is essential our children can explore outside as outdoor play is intrinsically valuable to a child's social, physical and emotional wellbeing.

– Vicki Sutton

On Saturday 20 October we marked the launch and extended a warm welcome to the local community with a Family Day event held in the backyard. Even the rain wasn't enough to dampen the day as visitors enjoyed face painting, balloon twisting and meeting scaly and furry friends. Once the rain cleared we took to the jumping castle for some bouncy fun.

## The Hester Hornbrook Academy's new city campus is now open

We know how incredibly important having the right learning environment is to ensure the best experience for students. With this in mind, we made the decision to create a new campus in the heart of the CBD. The Hester Hornbrook Academy remained open during construction, sharing a temporary site with Frontyard at 244 Flinders Street for almost an entire year.

Our shiny new campus is now open at 601 Bourke Street. This dedicated new space offers a brand new look, more classrooms and state of the art facilities that are perfect for learning, collaborating and sharing. Our Bourke Street campus offers VCAL, VETiS and a Connect Youth outreach program and, like our other campuses, is open to enrolments throughout the year.

## Power to YOUth Forum

In December, our Youth Action Group (YAG) hosted a forum for the community to share ideas on how to make a more inclusive and youth-friendly city. The forum was open to young people aged 16 to 25 who live, work, study or socialise in Melbourne.

The event saw 50 young people gathered together to participate in interactive workshops, discussions and craft activities.

YAG members were involved in the planning and delivery of each of the workshops and facilitated discussions on a number of topics, including:

- accessibility
- employment
- gender equality
- homelessness
- mental health and wellbeing



>50%

More than 50% identified their ethnicity/nationality as something other than Australian



68 People

50 participants and 18 staff took part



50%

50% of the participants had struggled to find work at one time or another



2 hours

Participants collaborated for 2 hours sharing brilliant and innovative ideas

## The Youth Action Group (YAG)

The YAG is a committee of young leaders who are passionate about social justice and gender equality. The members of the group are given the freedom to champion two projects a year that aim to drive positive change in the community.

### Hamstr. Ball

Our 2018 YAG decided to tackle victim-blaming and encourage people to examine their assumptions about violence. Victim blaming attitudes are only one symptom of rape culture, however they perpetuate the idea that women are somehow complicit in their victimisation.

To address this issue, the group decided to create a social advocacy campaign. The satirical

social media project highlighted victim-blaming attitudes and the measures women take to protect themselves in the community – despite the fact that the onus should be on the perpetrators to change their behaviour.

And so the Hamstr. Ball was born. This fake product promises to keep women safe by encasing them in a large plastic bubble. Marketed as a solution to violence against women, the Hamstr. Ball was designed to be an explicitly ridiculous product. Expecting women to walk around in a giant plastic bubble is neither fair nor sensible – just as it is unreasonable to expect women to stay inside after dark, carry pepper spray, or be constantly looking over their shoulder for danger.

The Hamstr. Ball campaign included an online store, a Facebook page and a video

demonstrating its use. During the month-long campaign, the product received hundreds of comments on social media and reached more than 60,000 people.

Some audiences immediately realised the product was fake. Other readers discovered the hoax through exploring the website and landing on the 'reveal' page, where information about victim blaming and how to combat it in everyday conversations was revealed.



60,000

The Hamstr. Ball campaign reached over 60,000 people.

# Place

Thanks to our supporting partners who made our Frontyard redevelopment possible:

- Peter and Lyndy White Foundation
- Gandel Philanthropy
- Lord Mayor's Charitable Fund
- Joe White Bequest
- PwC
- Dorothy Kingston
- Andrew and Geraldine Buxton
- Built
- Property Industry Foundation



## Frontyard Youth Services

2018/2019 was a big year for Frontyard, with 2 moves, a state-of-the-art facilities upgrade and an innovative service model that has already started to positively change the lives of young people at risk of, and experiencing homelessness in Victoria.

Breaking from the mould of accommodation-focussed support, MCM sought to create an innovative service that would take a whole-person approach to breaking the cycle of homelessness. The first step was to create a new Frontyard.

For 30 years, Frontyard has been a source of support and guidance for young people facing homelessness in Melbourne. In July 2018, we began the construction of a brand new Frontyard facility at King Street in Melbourne's CBD, with no discontinuation to services, thanks to a temporary site on Flinders Street.

The \$9 million construction project was made possible through numerous partnerships between MCM and the Victorian Government, philanthropists, the property industry and many more. We have been operating from the brand new Frontyard since April 2019.

### How the new Frontyard is different

From its inception in the 1980s, Frontyard has been delivering case management, mental health, drug and alcohol referrals and youth support services, as well as family, education, legal and health services. Our innovative new model looks to achieve even more.

In addition to the above, the new Frontyard offers clients:

- two floors of emergency accommodation in a four-storey building in the heart of the CBD
- 18 beds, including one all abilities access bed
- bedrooms featuring ensuites for privacy and comfort
- integrated support offering a range of multidisciplinary programs
- an Assertive Outreach program which engages young people on the streets
- portable support that allows continued assistance after they exit accommodation



### Our integrated support model

Our new innovative model seeks to provide a fully integrated, whole-person approach to youth homelessness. In particular, to target young people living with complex issues that may lower their chances of accessing services and lead to long-term homelessness.

As well as accommodation, Frontyard supports young people experiencing severe and multiple disadvantages, including trauma, mental illness, disability and substance abuse. The new Frontyard offers trauma-informed support that recognises the impact of disadvantage and homelessness on young people. It is our hope that our new innovative crisis accommodation centre will get closer to breaking the cycle of homelessness for good.

This new service was decades in the making. We combined our thirty years of experience with extensive research and consultation with young people, staff, carers and other service providers in our sector. A key acceleration point was when the Victorian Government first announced their support for the redevelopment in May 2016. Since then we have focused on planning and design, fundraising, building works and refining the model before finally opening the doors three years later.

### Multiple services under one roof

As well as addressing a young person's immediate needs such as accommodation, our on-site staff delivers multiple services to ensure overall health and wellbeing.

**Animal assisted therapy** – our Animal Assisted Therapy program is now in its second year and has been receiving very positive feedback so far.

**Sensory rooms** – our sensory rooms create an escape to reflect, unwind and self-discover. The design of the rooms offer therapeutic benefits to reduce stress and anxiety.

**Case management** – Frontyard's Support Workers are experienced in assessing and meeting individual needs, no matter how complex. Case planning, intervention services and facilitation of other supports such as family reconciliation and private rental accommodation are offered.

**Training and guidance** – we think of long-term solutions to prepare young people for the future, including upskilling and educating about living independently.

**Legal advice** – Youthlaw offers a drop-in clinic at Frontyard that provides free legal advice on a wide range of legal issues affecting young Victorians.

**Leaving care** – we also provide support to young people who are leaving out-of-home care to ensure they are successful in their transition to independence.

**Health services** – Royal Children's Hospital, Centre for Adolescent Health offers a drop-in clinic that provides health services tailored to young people who have often missed out on preventative measures such as immunisations and have other health needs due to homelessness.

**Check-In** – our therapeutic support program that provides a step up/step down model of care tailored to the individual needs of young people in crisis.



### Frontyard opening events

To mark the completion of Frontyard's enormous redevelopment project, we held two special events. The first was a preview event for people who were involved in the project. This was followed closely by an official launch at Frontyard.

The preview event was opened by Elder Uncle Ron Jones at State

of Grace, Frontyard's neighbour with space to accommodate the project's many contributors. After hearing from MCM, Built and the Property Industry Foundation, tours of the new site were conducted to show off the incredible features, including the innovative sensory rooms and outside-inside spaces.

The official opening of Frontyard was of significant media interest, putting youth homelessness in the

spotlight and generating multiple news items across Australia. The subsequent media attention continues to raise awareness encouraging people to be part of the conversation and help put an end to youth homelessness.

The opening event concluded with Minister for Housing, Mr Richard Wynne officially opening Frontyard with MCM CEO Vicki Sutton by unveiling the commemorative plaque.



### Sleep At The 'G

2019's Sleep At The 'G was the biggest year yet. More than 2,000 sleepers dressed in their winter warmers to spend a chilly night on the concrete floors of the MCG. Once again, locals from across the city set up their cardboard box beds (or creative forts) and spent the night learning about youth homelessness.

We smashed all of our targets and records, all in the name of raising awareness for youth homelessness and raising funds for our crisis accommodation centres including Frontyard.

Sleepers enjoyed some delicious soup, pies and refreshments while we provided the entertainment, including a sleepwear fashion parade, music by DJ Fuzzy Logic and DJ Unleash, giant games, celebrity head and much more.

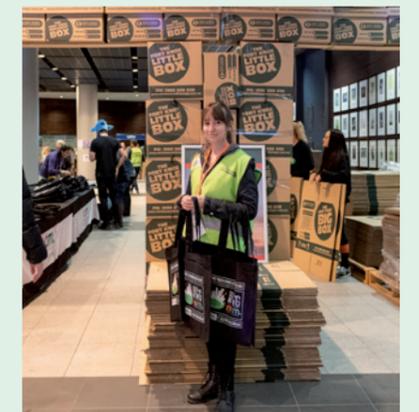
A highlight of the night was the facilitated panel discussion, which was at capacity from start to finish. Three youth advocates and three youth workers did a sensational job in revealing issues affecting young people at risk of, and experiencing homelessness. It was an enlightening and candid conversation that had the audience engaged and reflecting long after the discussion had ended.

### We did things a little differently this year...

A major first this year was that we opened the invitation up to under 18s, who brought a bright new energy to the night, getting involved in all the activities and bringing in impressive donations.

A big thank you to the MCC who we couldn't run this event without, as well as to our wonderful partners, Melbourne Football Club. Finally, we can't offer thanks enough to all of the corporate teams, community teams, individual sleepers, donors and volunteers for everything they did on the night. You really have made a difference.

We're now looking forward to Sleep At The 'G in 2020 so that we can build even more crisis accommodation for young people.



### Funds Raised



**\$1.25m**

30% growth on 2018

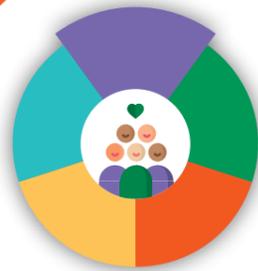
### Sleepers Registered



**2,145**

40% growth on 2018

# Connect



## Expanding our disability services

Supporting clients since the introduction of the National Disability Insurance Scheme (NDIS) in Victoria, we have now expanded our disability services to Boronia and Bendigo. Boronia's space is our first office in the eastern suburbs and forms part of our efforts to expand our support to more locations across Victoria.

After the introduction of the NDIS and the growing demand for services, MCM has adapted to cater to clients' specific needs.

These growth areas of Victoria are new priorities for MCM and we're continually looking for new ways we can support people within these communities.

## Moments that Matter - Palliative Care

Palliative care is not about death; it's about living life to its fullest right to the very end. For some, this means time spent in their favourite place - home. For others, it's sharing moments with loved ones and learning new skills. It is about understanding the individual needs of each person, and offering holistic support that enhances quality of life.

This year, MCM joined Palliative Care Victoria as a premier partner for a community awareness campaign, 'Moments That Matter', which was launched during National Palliative Care week. The campaign built understanding of the positive and meaningful support that palliative care provides to people with life-limiting illness and their families.

The Moments That Matter website features photos, videos and written stories, three of which detail experiences of MCM clients and carers, and share their memories of loved ones and the positive effects palliative care has had on their lives.

Visit the Moments That Matter website to read their full stories [www.momentsthatmatter.org.au](http://www.momentsthatmatter.org.au)

“ They were brilliant. Marion explained what was happening physically to Mum, and what to expect as her condition deteriorated. Her compassion and empathy were outstanding... Having access to them any time, day or night, gave me the courage to stay true to Mum's wishes.

- Shirley

## Our work in aged care

For most of us, home is a place of solace, of comfort and joy. It's also the place we want to be most if we're unwell or tired. However, some Australians are forced to leave the comfort of their homes in order to get palliative care treatment and support. The Aged Care Pilot Program aims to strengthen our response to this issue.

Beginning in May 2018, the program looks at improving palliative care and quality of life outcomes for clients who are living in residential aged care. It combines the normal supports of the aged care facility with additional timely and responsive palliative care. This program assists clients to get the support they need, while also allowing them to remain in the place they're most comfortable until their passing.

The model of care is not just for the client; it also offers assistance to staff and carers. A client's GP is also routinely involved in the care to offer a combined support system to an individual.

Since its beginning, we've seen incredible growth and positive engagement - we started with 11 clients, now 40 to 50 are routinely admitted into the program.

We would love to see more residential care facilities receive the benefits of this great initiative and more clients experience the support they deserve in the comfort of their home.

## Changes to Victorian laws

The introduction of voluntary assisted dying laws in Victoria in June 2019 looks to add new elements to the palliative care space. As supporters of voluntary assisted dying, we'll work to ensure the people we support are assisted throughout these law changes. We'll create a safe space for clients to have open discussions and provide information as required to ensure they can make informed decisions about their care.

As always, we will respect and cherish our role in providing compassion, support and care to our clients and their families to enhance their quality of life.

“ The palliative care people have the right sort of humanity and pass on their expertise to the carer. They made it easier for me to care for Margo.

- John

Watch John's video on the Moments That Matter website.

## The Spring Carnival Ball

On Friday 30 November MCM hosted its third annual ball for people living with disability, their partners, family, friends and supporters. Held at the Collingwood Town Hall, this year's theme was

the Spring Carnival. Around 200 staff, partners, NDIS participants and friends donned their finest attire rivalling the famous fashion of the Flemington Racecourse.

DJ Fuzzy Logic and Tombstone from the 'Friday Night Sounds Good' music program helped everyone get in the party mood, with everyone ending up dancing on stage! It was a great night for all and we give a big thanks to staff, volunteers, sponsors and donors who made the night such a great success.

## Sing and Grow funding grant

MCM was recently successful in funding applications to run Sing and Grow programs across three local government sites in Whittlesea, Wyndham and Maribyrnong.

We're eager to provide additional services to families who are waiting on their NDIS plans. Our Fundraising team brainstormed ways of funding this extremely well received, community-based music therapy program supporting vulnerable young children with additional needs.

Without grant support the program wouldn't be able to run. To secure ongoing support for this vital program, MCM's Fundraising team are continuing to explore funding options.



# Independence



## Young Mums Unite

With a broken night's sleep, nappies to change and a squirming little body to get into fresh clothes before the day even begins, being a young mum has got to be one of the toughest jobs there is. For the young women in The Hester Hornbrook Academy's Prahran Young Mums classroom, this is all taken in their stride as they juggle motherhood with furthering their education.

Lauren has been a student at The Hester Hornbrook Academy for almost 2 years thanks to the suggestion of her youth worker. Wanting to return to school to complete Year 12, The Hester Hornbrook Academy was a great option as it allowed her to bring her child with her to class when she needed to. One of Lauren's highlights at the school has been the Young Mums Unite brand project.



## The story behind the brand

Facing the stigma and lack of support that comes with being a young parent, our students turn up to school ready to learn - often with their babies or children in tow.

At The Hester Hornbrook Academy, education takes on many forms with a focus placed on hands-on learning. In mid-2018 the class developed a new project that would build on skills and give a tangible end result. They developed their own brand and product line.

The Young Mums Unite brand and product line is the brain child of the entire class, with each mum being involved in the process from start to finish. The project offers students the opportunity to broaden their knowledge and skills in branding, marketing and product development with fun and engaging activities.

The women collaborated together to:

- brainstorm names
- develop taglines
- plan logos
- decide on and create products, including candles, tote bags and clothing

The result? A brand look and feel that represents the group, and great looking products that sell! Profits are donated to causes close to the students' hearts.

Young Mums Unite gives students an opportunity to support each other as they showcase their creativity, uniqueness and incredible skills to the community. It taps into skills mums naturally have and expands on these to create quality products that aren't just practical; they carry a pretty important message too.

It reminds women "we got this;" that young mums can and will achieve what they want. It challenges misconceptions around young mothers and their abilities, using products that represent the strength, unity and empowerment of women.

For students, it's something to look back on and be proud of.

“ It's great to be a part of something that was created from the start and will continue on with other students in the future....In the future when you're looking back at the school and all the other students continuing on the legacy of our brand, you'll think 'I was there in the beginning.' ”

- Lauren

## L2P Learner Driver Mentor Program

Getting your licence is an exciting time for a young adult and is often one of the first steps to securing independence.

The Graduated Licensing System (GLS) was introduced in 2007, requiring learner drivers to obtain 120 hours of supervised driving experience before taking the test to become a P plater. While effective, the GLS led to disadvantage as some young people didn't have access to a

supervising driver, a car or the funds to pay for 120 hours of professional lessons.

The Transport Accident Commission's (TAC) L2P program matches young drivers with mentors in the community so that they can complete their 120 hours.

MCM's support of the L2P program in partnership with VicRoads is providing the opportunity for young people to access employment and education by obtaining a licence. More than this, we're ensuring each new P plater is well equipped to be a safe driver, positively affecting everyone on the road.

MCM is proud to be a part of the program and has recently secured 3 more years of funding along with other organisations thanks to the TAC and VicRoads.

The program has produced many safe drivers who have forged positive relationships with their volunteer mentors and we look forward to more success stories in the future.

## L2P's year in numbers...



115

young people supported



48

volunteers offered their assistance



2,500

hours of on-road supervision completed



19

probationary licences given with many more on their way

# MCM Snapshot

For 165 years, MCM has been working to ensure people have equal access to opportunities and are free from disadvantage.



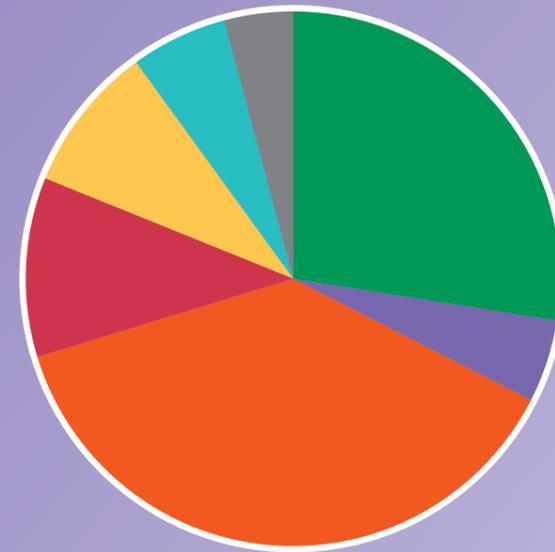
In our efforts to create fair and just communities, we offer a range of services to clients who are facing barriers to live their life, their way. By working with others who share our passion and by creating innovative programs and services that put the client first, we break from the mould and create new possibilities.



**\$81.9m**  
Total Revenue

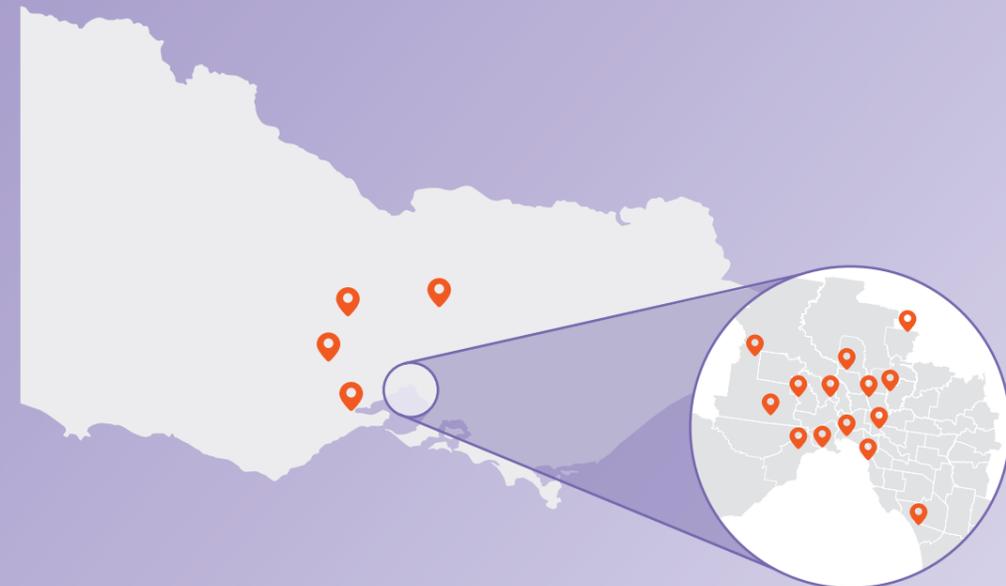


**\$5.8m**  
Fundraising Revenue



### Revenue by Service Area

- Homelessness & Family Services (28%)
- Justice (5%)
- Disability & ECIS (38%)
- Palliative Care (11%)
- Early Learning (9%)
- Education (6%)
- Cradle to Kinder (4%)



### MCM communities

- Ballarat
- Doreen
- Melton/Hume
- Sunshine
- Bendigo
- Footscray
- North Fitzroy
- Thornbury
- Boronia
- Frankston
- Prahran
- Werribee
- Braybrook
- Geelong
- Shepparton
- St Kilda
- Brunswick
- Melbourne



**800+**  
Staff



**2,000+**  
Sleep At The 'G Sleepers



**20,000+**  
Donors

## 2 Supporting our people to do their best work

The work we do wouldn't be possible without the passion, innovation and dedication of our people. We're combining these amazing qualities with improved technology and processes to support our amazing staff to put their best work forward.

### Investing in new technology

As technology and times keep changing so too does MCM. Over the past year, we've invested in technology to improve processes for staff as well as clients.

We have implemented a new finance system that streamlines processes and automates admin tasks. This helps to optimise people's time, allowing our staff to carry out more meaningful tasks across the organisation.

Our online training tool, Learn360, has been given an overhaul to offer a new and improved learning experience for MCM staff. Training is provided during the onboarding process with further modules offered throughout each team member's time with us.

To offer seamless collaboration across our sectors, offices and teams, we've upgraded to Skype for Business. Early feedback for the change has been positive and we'll continue to support our teams throughout the transition. Our new communication platforms allow for a more flexible and mobile way of working that will assist team members to think outside the box and further explore innovative ideas whether in the office or offsite. With multiple forms of communication available it will also minimise response time and the need for travel for face-to-face interaction.



### Employee Engagement

Whilst we have multiple offices and teams providing services across numerous sectors, together we are *One MCM*. Because we want to continue to compete for the best talent and build on our reputation for providing the best services and outcomes for the people we support, we have implemented a staff survey to measure employee engagement. For us, staff engagement represents the levels of enthusiasm and connection that team members experience with colleagues and clients.

We involved the whole organisation in this year's survey, with the hopes of achieving two main objectives:

- Identify pockets of excellence so we can work to replicate them.
- Diagnose where challenges may need to be addressed.

An excellent participation rate across the organisation gave us meaningful and informative data. We shared the results with teams and worked to involve staff in the action planning process.

The survey feedback highlighted some strong themes around our strengths, worth celebrating. Most MCM employees believe MCM is a great place to work, they are proud to work for MCM, and would recommend our organisation to their family and friends if they needed a service we provide. Pleasingly, the most positive feedback of all was around staff safety, with an even greater majority of employees saying they feel encouraged to report safety issues and that their manager genuinely cares about their safety.

### MCM Workforce Development

During the past year we have developed an MCM Leadership Capability Framework which provides a set of behavioural capabilities to support the delivery of our Strategic Plan through our people. Our Values are embedded into our capability descriptors which are integrated into our people processes.

The focus in the past year has been on building capability in recruitment, change readiness, development planning and feedback conversations as well as extending our safety focus through facilitated training on management of client aggression.



### Reconciliation Action Group (RAG)

Our RAG Committee meets regularly to discuss and plan a number of projects, including:

- developing the next stage of our reconciliation action plan,
- further developing our cultural awareness training, and
- coordinating our First Nations events.

Over the past year, our committee meetings have led to three primary initiatives. In June, we delivered a full day of cultural competency training. This training will be adapted and used for a workshop for staff. At the end of May, we also held our reconciliation event which proved to be a great success.

### MEET JUSTINE AND KATE

Local team members Justine Capell and Kate Hingston joined MCM in January 2019 to support people with disability in the Loddon region.

Justine and Kate bring over 30 years' combined experience in the Disability sector to their roles, with Justine most recently working as a Local Area Coordinator to support the rollout of the NDIS in the region.

Their role with MCM is to provide Support Coordination and Specialist Support Coordination to assist people with their NDIS plans.

*"We support participants to understand and implement their plans, meet their goals and play a positive role in their lives,"* Justine says. As Bendigo locals seeing the growing demand for NDIS services, Justine and Kate are enjoying the opportunity to give back to their community and feel proud to be part of MCM's new presence in the area.

*"As part of MCM, we receive great support from the wider MCM community. MCM has achieved a lot for Victoria's most vulnerable people and I'm very proud to be a part of the rollout in our community,"* Justine said.

### The Findings



74%

would recommend MCM as a great place to work



79%

were proud to work at MCM

### High Scoring Questions:

I am encouraged to raise concerns and report safety issues

87%

I know what I need to do to be successful in my role

86%

My manager genuinely cares about my safety

83%



# 3 Investing in the future

## Managing our business wisely

Our Strategic Plan 2017-2022 recognises a rapidly changing environment for not-for-profit providers of community services. This year, MCM has continued to experience the financial impact of changing funding models; particularly the transition into the NDIS, which has increased our financial deficit. Addressing our financial sustainability became an imperative for us this year, during which the Board and Executive team worked closely to identify initiatives to align our costs with available funding.

In June, we announced some very difficult decisions. After 27 years of operating, MCM informed families and staff that it would close the Bridges service, a well-loved program run by our Disability Services. We also announced staff reductions across shared services and management teams.

Financial sustainability remains a priority as we continue to adapt to our changing environment.

## Technology Infrastructure

We have continued to invest in technology that improves the ways we work and support our clients. Throughout the year we made it easier for clients to find us by launching a new website; we strengthened our financial management by upgrading our finance system; and we facilitated improved staff connection across our many sites by implementing Skype for Business.

The IT Roadmap we commenced this year will support some important priorities, including our transition to a more client-centred operating model and the improvement of our outcomes measurement and reporting.



# Innovative Programs and Models



## Animal Assisted Therapy

Animal assisted interventions are an emerging therapeutic practice that uses animals to support people with emotional distress, social relationships and coping skills.

Anyone with a pet can tell you just how much of a positive impact an animal can have on your life. We're now sharing these benefits with young people who are experiencing homelessness, with Animal Assisted Therapy available at Frontyard in the CBD. The program has been made a success thanks to research led by Dr Jess Heerde from the University of Melbourne, the generous support of the Collier Charitable Fund and 'Lead the Way' consultancy.

Frontyard's Animal Assisted Therapy program currently offers visits by therapy dogs each week in order to reduce the negative feelings associated with homelessness such as isolation, fear and hopelessness. The program is now in its second year with great response and engagement. An evaluation conducted by University of Melbourne is showing increased emotional control and socialisation and a reduction in negative emotions in participants.

## Youth workers in The Hester Hornbrook Academy classrooms

The Hester Hornbrook Academy was established to cater to students looking for alternatives to traditional schooling, and every classroom is supported by

a teacher and a youth worker to maximise educational outcomes. The holistic support offered in our model, combined with flexible learning options, promotes student engagement and works to keep each young person on a path towards a fulfilled life.

At The Hester Hornbrook Academy, new evidence is being collated about the practice and benefits of having youth workers in classrooms, including research led by Professor Robyn Broadbent of Victoria University, using insights from students, staff and existing evidence on the educational role of youth workers.

### The results

We have received positive feedback on the inclusion of youth workers in our classrooms. Research has found that youth

workers build the personal agency of young people while clearing the barriers to learning. The system enables workers to provide one-on-one support to individual students while allowing the classrooms to work seamlessly.

**Over 75% of The Hester Hornbrook Academy students felt that youth workers were either 'effective' or 'very effective' at supporting them to build better relationships with their peers and teachers and feel more empowered, supported and confident in the classroom.**

This research has been an incredible insight into education for The Hester Hornbrook Academy and will help us to further refine the model and advocate for more supportive models of education across the education sector.

## Developing our first social impact bond to better support The Hester Hornbrook Academy students

Many of The Hester Hornbrook Academy students struggle with significant mental health issues that make it difficult to remain engaged with their education. During 2018, MCM was successful in the opportunity to work with the

Victorian Government to develop our first social impact bond which will offer innovative mental health supports, based on the Frontyard Check-In model, into our school to support our students. After much work this past year we are expecting to commence next year the first education social impact bond in Australia. Coupled with a planned longitudinal research project, we expect this will evidence the effectiveness of providing mental health supports into the education environment.

## The Atrium Housing and Support Program (AHSP)

The AHSP is a Corrections Victoria Initiative that provides a supported pathway and housing to individuals while they are on bail.

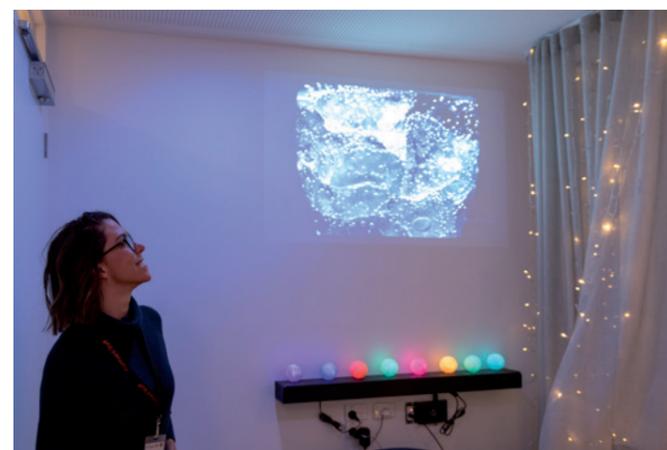
MCM is working with Corrections Victoria, ACSO and Caraniche to pilot an innovative program in the justice sector, that looks to prevent bail refusal based on lack of housing and offer stable housing and integrated supports for individuals.

Aimed at very low risk men and women who are subject to bail conditions, the program offers housing built, fitted and staffed by MCM and our partners. The housing includes access to a range of supports depending on the individual's needs, such as mental health support, drug and alcohol services and assistance in finding employment and long-term housing.

AHSP provides a gradual transition with half-days of structured treatment programs and independent living. As well as supporting people to get back on track, AHSP is assisting people to avoid falling into homelessness. It also reduces the number of people being remanded in the justice system until their case can be heard because of their lack of housing options.



# Our year in pictures



# Partnerships and Donors

## Volunteers

Thank you to the 369 volunteers who contributed their time and compassion.

## Trusts and Estates

Gandel Philanthropy  
 Lord Mayors Charitable Foundation  
 PwC Services Trust  
 The John and Margaret Schneider Charitable Trust  
 The William Angliss (Victoria) Charitable Fund  
 Collier Charitable Fund  
 Northcote Trust Fund  
 Flora and Frank Leith Charitable Trust  
 The Harry Dicker Fund  
 Providence Philanthropic Foundation  
 Australian Communities Foundation  
 Estate of Robert Stenton Swift  
 Estate of Dianne Young  
 John Wilson Anderson Estate  
 Estate of Dulcie Grace Rayment  
 Estate of Steven Darnley  
 The Estate of the Late WE Thompson  
 Estate of the Late Alfred Noel Curphey  
 Mary Elizabeth Lloyd Estate  
 Estate of Valda Kluga  
 Estate Edwin George Batchelder  
 The Late Major Arthur Blannin Trust  
 Estate of Norma Lois Riley  
 Horton Grace Charitable Fund  
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 The Pierce Armstrong Foundation  
 Foundation of Graduates in Early Childhood Studies  
 Equity Trustees  
 PRL Charitable Fund  
 IAG Foundation  
 Eric Burton Memorial Fund

McLean Family Fund  
 The Queen's Fund  
 The Walter & Eliza Hall Trust

## Major Donors

Michael & Kylie Heine  
 Jenkins Foundation  
 Andrew & Geraldine Buxton Foundation  
 Joe White Bequest  
 Dorothy Kingston  
 Gary & Jan Raymond  
 The Stuart Leslie Foundation  
 The Hester Hornbrook Academy Board  
 Jo Porter & Michael Nossal  
 Rob Meree Foundation  
 The Piers K Fowler Trust  
 Gary & Cath Mackenzie  
 David Rennick  
 Gary & Jennifer Jones  
 Edwards Foundation  
 ANZ Australia - Corporate Sustainability  
 Drs Tony Weeks & Fiona Johnson  
 David Waller  
 Graeme S Thomson  
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 Itty Bitty Apps  
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 Jarmila Mckenzie  
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 Georgia Weeks  
 David & Leonie Koadlow  
 Chris Hadziliis  
 William Adam  
 In Memory of Norman  
 Mark Briers  
 Sandra Cooper  
 Ross Howie  
 Paul Munday  
 Margaret Stevens  
 Robert G Colvin  
 Tim Ellis  
 Linkron Pty Ltd  
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 Alison Leslie  
 George Morgan

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 Stephen Ring  
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 Ngaire Tatnell  
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 Roberta Kennedy  
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 Hans Trinkle  
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 Automotive Brands Group Pty Ltd  
 Malcolm Anto  
 Marg & Norm Cheale  
 Maddison Fielding  
 Peter & Meredith Opie  
 Paul Ryan & Allison Bruce  
 Ann Smith

We couldn't have done it without you! Thank you to everyone who helped us with another successful year of supporting Victorians.

Maxwell Ham  
 Evan R Newnham  
 David Webb  
 Anthony Fitzgerald  
 Justin D McCartney  
 Karin Tiedemann  
 Elsie Matthews  
 Mark Collette  
 Jill & Nick Gough  
 John Green  
 Carol Clark  
 Ian Jamieson  
 David S Smyth  
 David Tsang  
 Thomas Roemmelt  
 Georgia Smith  
 Brendan Vero  
 Boyne & Rosalind Alley  
 Geoffrey J Baker  
 Dr Thomas C Brown  
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 The Late Malcolm Parris  
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 Hickory Construction Group Pty Ltd  
 Rita Andre  
 John & Anni McArthur  
 Stuart Matheson  
 Adrian Kennedy

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 APEC  
 Bank of Melbourne  
 Birkenstock  
 Built  
 Case Mealin  
 CBA  
 Complete Function Hire  
 Crepes for Change  
 Dentsu Mitchell  
 DIY Blinds

Engie Services  
 Epicure  
 Equitable Access Solutions  
 Fender Katsalidis  
 Fort Knox Self Storage  
 Griffiths Brothers Coffee  
 Grill'd  
 Grossi Group  
 Hayball  
 Hendry Group  
 Herald Sun  
 IDP Education  
 IKEA  
 Irwinconsult  
 Jen Group (Spencer Street Outlets)  
 K2LD Interiors  
 LinkedIn  
 Luna Park  
 Maddocks  
 Maddocks Foundation  
 Medibank  
 Melbourne Cricket Club  
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 Metro Trains  
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 NDY  
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 Patties Foods  
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 Urbis  
 Valmorgan Outdoor  
 VicSuper Pty Ltd  
 Visit Victoria  
 Westpac Group  
 William Angliss  
 William Buck  
 Chartered Accountants  
 Wood & Grieve Engineers

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All Souls Opportunity Shop  
 Bayside Church  
 Carey Baptist Grammar School  
 Nossal High School  
 Redeemed Christian Church of God Upper Room Assembly  
 Rotary Club of West Footscray  
 St Christopher's School  
 Williamstown North Primary School  
 Young Australia Israel Chamber of Commerce

## Local Government

Bayside City Council  
 City of Brimbank  
 City of Maribyrnong  
 City of Melbourne  
 City of Port Phillip  
 City of Stonnington  
 City of Darebin  
 City of Moreland  
 City of Melton  
 City of Wyndham

## State Government

Department of Education and Training  
 Department of Health and Human Services  
 Department of Justice and Community Safety  
 Department of Premier and Cabinet  
 Department of Treasury and Finance

## Federal Government

Department of Education  
 Department of Health  
 Department of Social Services



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