

Melbourne City Mission
Annual Report
2017-18



Imagine the possibilities

A single idea can be the catalyst for an extraordinary outcome. To imagine is to embrace possibility – to see beyond barriers; to be inspired by the potential of the future; to begin to pursue a personal dream.

At Melbourne City Mission we partner with the people we support to imagine, define and achieve their goals.

Our purpose is clear:

“ We exist so that people can lead positive lives, to create their best future, their way.”

We provide people with the expertise, personalised support and the dynamic services they need to imagine and create a future full of possibilities.

To be the best possible partner to the people we support we continue to embrace innovation, creativity and meet the changing needs of our communities – that is, we continue to imagine and pursue possibilities.

Our 2017-18 Annual Report celebrates the people we support, their vision for a positive future, along with the endless possibilities we can achieve together.

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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Disclaimer: Please note some names and images have been changed to protect our clients' identities. Cover Image: Clients Jasmine and Lily with their Cradle to Kinder (C2K) case worker Noirin (refer to page 29).

Melbourne City Mission acknowledges and appreciates the use of images of our clients and staff throughout this publication.

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Board and Executive

Our Board Members

Our Board establishes our Vision, Purpose 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 Boxel
Deputy Chair; Member Board Nominations and Remuneration Committee; Chair Board Strategy Oversight Committee



Joe Carbone
Member Board Finance Investment & Audit Committee; Member Board Quality Safety and Risk Committee



Andrew Douglas
Nominations & Remuneration Committee



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



Caitlin MacLeod
Member Board Finance Investment & Audit Committee



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



Jonathan Mortimer
Board Director



Sean O'Donnell
Quality Safety & Risk Committee



Paul Scroope
Chair of Board Finance Investment & Audit Committee



Vicki Sutton
Chief Executive Officer



Jennifer Boulton
General Manager - Disability Services, Early Childhood Intervention Services, Palliative Care



Deborah Fewster
General Manager - Policy, Public Affairs and Impact



John Kazanas
General Manager - Marketing, Fundraising & Communications



Wayne Merritt
General Manager - Homelessness and Justice



Fiona Prestedge
General Manager - People, Quality & Risk



Andrew Sherri
General Manager - Corporate Services



Dave Wells
General Manager - Early Years, Education & Employment

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.

Report from the Board Chair

Over the past year Melbourne City Mission has embarked on a major period of growth, change and possibility.

Melbourne City Mission stands as proudly today as it did in 1854, supporting people experiencing disadvantage, and continually responding to the changing needs of the communities with which we work.

We have continued to make remarkable achievements for another year, which we reflect upon and celebrate in this Annual Report.

Melbourne City Mission has long been an advocate for reducing societal and systemic barriers to inclusion and participation and we work tirelessly to support diversity and inclusion. We have continued to be an active participant in sector reforms and campaigns including Marriage Equality, Make Renting Fair, Stronger Schools and Make It 21.

We are dedicated to delivering evidence-based, integrated services that create powerful and sustainable positive change in people's lives.

Across Disability and Early Childhood Intervention Services, we continued to expand our footprint across the Northern and Western Melbourne regions, and delivered over 33,000 hours of direct service in the community. Our NDIS transformation continues to work to ensure the delivery of high quality individualised services now and in the future.

As Victoria's leading youth homelessness provider, our integrated Youth and Homelessness services model provides enhanced support for young people experiencing homelessness, and stronger pathways into education, employment and training.

With our corporate partners and donors, we are well on our way toward raising all of the funds we need to allow us to open a world-first facility, the Frontyard Disruptive Model, which will be fully realised in 2019. This is a model that we know will disrupt young people's pathways to long-term adult homelessness and allow young, vulnerable people to instead find pathways to live positive lives.

In Justice we have embarked on a new partnership with GEO Group Australia delivering an innovative and world-leading therapeutic model within Ravenhall prison.

In the Education and Training space we are forging stronger connections between The Hester Hornbrook Academy and our work in homelessness to make education and training a first-line response and intervention for youth homelessness.

Melbourne City Mission's services and programs continue to be inspired by a highly dedicated group of staff and volunteers. With increasing demands on services, it is only through the commitment and drive of our staff and volunteers that we can continue to adapt and evolve in order to meet the changing environment, the new opportunities, and the expectations of our communities.

The contribution of our dedicated staff is the essence of Melbourne City Mission and what it represents. To them I say your Board is proud of you and grateful to you for your outstanding work.

My sincere thanks also to our CEO Vicki Sutton and the Executive Leadership Team. On behalf of my fellow Board members, allow me to also thank all of our external stakeholders, partners and donors for their generous support, which ensures the long-term sustainability of the amazing programs we provide.

Lastly, I am very grateful to my fellow Board members for their support and hard work during the year. Their generosity in providing their expertise, valuable time and experience has ensured the Board has played its part in another successful year by inspiring and empowering the organisation towards achieving its goals and aspirations during 2017-18.

Looking forward, our Strategic Plan, Purpose and Values continue to provide a clear roadmap for our work to support people and communities to transform challenges into possibilities, and will continue to guide our activities until 2022. We will continue to look for opportunities to grow our impact in order to make an ever-increasing difference to the needs of our communities.



Di McDonald
Board Chair



Report from the CEO

I'm very proud that over the past 12 months we have supported more people across Victoria than at any other time in our 164-year history.

In my second year as CEO of Melbourne City Mission, we have seen tremendous growth and positive impacts for the communities we serve.

Our focus has been to create new possibilities for children, young people and adults facing barriers and challenges to achieving their future, their way. Our work is far reaching: from education and training to supports to end homelessness; from early childhood intervention to end of life care; from programs supporting those in the justice system to prepare to reintegrate into the community through to providing support each and every day to people living with a disability to live their best life.

The year has brought opportunities for new partnerships. Our evolving models of support, cross-sector partnerships and innovative responses have positioned us to continue to support our communities to create a future full of possibilities. In our approach to service design, four principles have remained central:

- share learnings across organisations;
- focus on addressing the needs of the whole person;
- deliver an integrated, holistic service; and above all
- *always* put the people we support at the centre of our work.

One of Melbourne City Mission's unique advantages as an organisation is our diversity of services, skills and experiences.

Our "One MCM" approach embeds our resolve to access the skills and experiences across our organisation to deliver coordinated and integrated services and innovative new solutions. Our united approach has ensured we include and amplify even more of the voices of those we support and advocate for.

Serving more people in more places

Melbourne City Mission is geographically dispersed, working within 48 sites across Victoria. This year we continued to expand our presence across the Northern and Western regions of Melbourne and into regional Victoria.

Werribee

Our new office in Werribee provides Melbourne City Mission with a 'hub' positioned in the heart of one of the fastest growth areas in Australia to ensure we can meet growing community need. It is providing the Wyndham area with a youth homelessness service and access to disability services to meet the growth as the NDIS rolls out.

Ballarat

We also expanded our disability services into Ballarat, further strengthening our work in regional Victoria and extending our presence beyond Geelong and Shepparton.

Creating new possibilities through innovation

One of our strategic themes is to *Lead Through Innovation*. In a sector first, the Melbourne Apartments Project (MAP), an innovative affordable housing development, was delivered by the Barnett Foundation in

partnership with Melbourne City Mission. Follow-up research from University of Melbourne has now demonstrated the economic benefits of this pilot, finding that the project successfully created a pathway to home ownership for existing public housing tenants, which in turn freed up social housing for many others languishing on social housing waitlists.

A refreshed brand

I am excited to introduce you to our new brand. Over the past year we conducted extensive stakeholder research internally and externally to help us evolve our brand to support us to deliver on the ambitions of our strategic plan. Our refreshed brand retains a familiar colour scheme and elements of our history while embracing the commonly used 'MCM' shorthand version of Melbourne City Mission. Our new strapline 'your future, your way' encapsulates our Purpose and our service philosophy. Not only does our new brand connect us with the past it also provides us with exciting possibilities for our future evolution as we continue to reach out to new communities beyond Melbourne.

Special thanks to all of our wonderful supporters

Our annual Sleep at the 'G' event saw an incredible \$1,000,000 raised as well as doubling our corporate engagement, with more than 100 corporate teams participating. We are very grateful for the support of all sleepers, performers, volunteers, and all those who donated to our fundraising efforts. All funds raised have gone to redeveloping our Frontyard service. This event

has now become synonymous with Melbourne City Mission and increasingly a part of the city of Melbourne and the MCG's event calendar.

My profound thanks and gratitude go to the Victorian Government in particular as a major funder of our services in addition to the new Frontyard Disruptive Model. We are also grateful to our Federal and Local Government partners, our philanthropic supporters, donors, members of community who volunteer their time and connections, and our friends from the corporate sector. I also wish to acknowledge the many wonderful community service organisations we partner with to deliver services across Victoria.

I would like to extend a big thank you to the Board of Directors and our Chair for their guidance and support, and acknowledge their commitment to our purpose of supporting people to lead positive lives.

Most of all however, I would like to thank our employees. Their boundless passion and energy, dedication, professionalism, curiosity and remarkable commitment to ensuring the people we support can achieve their best life, their way is what makes Melbourne City Mission the organisation it is.

Together with you, Melbourne City Mission will continue to deliver extraordinary outcomes, and create new possibilities for us all, in the coming years, and well beyond.



Vicki Sutton
Chief Executive Officer

Our Vision, Purpose and Values

Our Vision

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

Our Purpose

We exist so that people can lead positive lives.

Our Purpose aims to transform challenges into possibilities for people and communities and guides our decision-making at every level.

Our Values

This year we updated our Values to a concise statement of five words. These values guide all that we do at Melbourne City Mission: how we demonstrate

respect for the people we work with both internally and externally; how we advocate for change; how we develop solutions to problems; and how we generate positive outcomes.

| Together, Courageous and Curious, Open and Accountable | |
|---|---|
|  <p>Together</p> | <ul style="list-style-type: none"> • We are inclusive and accepting of difference • We work in highly effective teams and our people are connected across our organisation • We engage proactively with others to deliver outcomes |
|  <p>Courageous</p> | <ul style="list-style-type: none"> • We speak up constructively in line with our convictions • We pursue our goals with determination • We are passionate about our advocacy role |
|  <p>Curious</p> | <ul style="list-style-type: none"> • We are inquisitive and ask why • We challenge the status quo • We actively explore the alternatives |
|  <p>Open</p> | <ul style="list-style-type: none"> • We are transparent and have genuine, honest interactions • We listen and hear people's voices • We value and respect the autonomy of clients • We trust one another |
|  <p>Accountable</p> | <ul style="list-style-type: none"> • We act safely in all our interactions • We manage within our financial and resource boundaries • We own our outcomes and decisions • We are proud of the work that we do |

Five Year Strategic Plan: 2017-2022

Our Five Year Strategic Plan seeks to build on our strengths and achieve ambitious growth. We aim to support more people 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 our intellectual property.

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

1

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.

2

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.

3

Invest in the future

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

Since launching our plan in 2017, we have been strengthening our foundations for future growth and innovation.

In our first year of our plan, we have begun increasing our capacity to support significant growth and innovation. This has included enhancing back-office systems and processes, actively pursuing growth

opportunities in program areas, and investing in NDIS transition. Our Five Year Strategic Plan provides a roadmap to guide our ongoing progress.



Risk Management

- To support our strategic goal of zero tolerance for compromised worker safety, we commissioned a strategic safety review and began implementing its recommendations.
- The Melbourne City Mission Board developed an Organisational Risk Appetite Statement, providing an updated framework for guiding key decisions made by the Board and Senior Management.



People

- We updated our statement of Values and continued to reinforce our 'One MCM' culture through increased internal communications and supporting our leaders to engage their teams.



Intellectual Property

- In conjunction with our Frontyard service we commenced a new mental health program and a new family violence program, both designed to address core issues associated with youth homelessness.



Geography

- We invested in a new Werribee Office location to better service our customers in the Western suburbs of Melbourne.
- We expanded our disability services to Ballarat.



Innovation

- The re-development of our Frontyard facility commenced, readying us to provide an innovative and industry leading youth homelessness response in the future.
- In partnership with the Barnett Foundation, we delivered an innovative new housing pilot Melbourne Apartments Project (MAP) which provided pathways to home ownership for people living in social housing, and freed up housing for others on long waitlists.



Sustainability

- We implemented improved financial reporting tools to better understand the financial drivers of each of our portfolios.



Reputation/Profile

- We refreshed our brand with a new design and new strapline "Your Future Your Way". These will be fully introduced in the coming year.
- Our advocacy work influenced stakeholders widely at various levels of government and across the sectors we operate within. Major successes included the Marriage equality YES campaign and the Stronger Schools campaign with VCOSS.

2017-18 Snapshot

For over 164 years, Melbourne City Mission has sought to create inclusive, fair and just communities across Victoria, where people have equal access to opportunities.

Our success is reflected in the development of innovative programs and services that allow us to create immersive and personalised possibilities for all.



Melbourne City Mission communities

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



\$74.3m
Total Revenue

+18.5%
from
2016-17



Disability
(Includes ECIS)

\$24.4m
+12.8% from 2016-17



Early Years

\$11.6m
+6.6% from 2016-17



The Hester
Hornbrook Academy

\$4.5m
+251% from 2016-17*
*only operated for 6 months during 2016-17



Homelessness
and Justice

\$18.6m
+24.3% from 2016-17



Palliative Care

\$5.9m
+10.8% from 2016-17



Fundraising Revenue

\$4.9m
+108.1% from 2016-17



Donors

18,516
+92.3% from 2016-17



Total Workforce

832
+9% from 2016-17



1,550

Sleep at the 'G Participants

+86.5%
from
2016-17

Our People

Investing in and empowering our people.

Melbourne City Mission provides a safe, inclusive and equitable work environment for employees and volunteers.

We recognise that our people are our greatest asset and as an organisation committed to empowering people, we are dedicated to providing a secure and dynamic environment for our people to grow and thrive.

Our 832 strong workforce is supported by a diverse and inclusive culture. Each member of our team is valued for their passion and commitment in assisting us to achieve our Purpose and to broaden our community support.

Just as our people invest in the lives of the people we support, we invest in the professional development and growth of our staff and our volunteers. Our Cultural Change and Capacity Building Program has seen over 21 staff undertaking the Leadership and Management Diploma.

The Annual Leadership Awards recognises outstanding achievement of individuals and teams across our organisation. This year, the winner of the 2017 Team Award was the North Eastern Support Coordination Team from Disability Services. This team fully immersed themselves working with participants of the NDIS. The team altered the way they worked at every level, growing as a team and also increasing their customer base by 600%.

Volunteers

Volunteers are an integral and valuable part of our team and have been since our beginning. This year 290 volunteers contributed their time and effort to support Melbourne City Mission across a diverse range of programs and meeting various community needs.

202 Community Visitors Scheme volunteers visited elderly people in an aged care home or in their own home, providing companionship and helping to reduce the impacts of isolation and loneliness experienced by those referred to the program.

50 Community Friend Program volunteers participated in a range of activities from going out for a meal to attending a community festival, helping to decrease the social isolation and encourage participation in the community for people living with disabilities.

30 Palliative Care volunteers visited people with a life limiting illness in their home and provided important emotional, practical and spiritual support including companionship, shopping, transport assistance, an opportunity to record their life stories, gentle hand/foot massage and bereavement follow up.

Our 8 volunteer Lead Tenants helped to provide a stable and nurturing environment for young people exiting the Out of Home Care system. By sharing a household, they were able to provide mentoring and positive role modelling, emotional support and practical life skills to help these young people transition into independent living.



Karin is an Educator in The Hester Hornbrook Academy Young Mums Braybrook classroom.

She started her career as a nurse, and after a short period primary teaching she began working with disengaged youth within community programs at Melbourne City Mission.

Karin is dedicated and passionate about supporting young people. She works with young mums to help transform their lives and the lives of their children. She knows it is important to provide support at every stage of their journey. To walk with them, supporting them to discover the possibility of a job or career, and to recognise that they can be mothers AND nurses, community workers, beauticians or whatever they want to be.

"We are sounding boards and mentors in their mothering and helping them be positive teachers for their own children. It is an incredibly rewarding job, a privilege."

Melbourne City Mission is unwavering in our focus on quality and safety across the entire organisation.

Our people regularly go above and beyond the call of duty to deliver services with care and compassion to the most vulnerable people in our community, so it is important that we provide a safe and supportive workplace in which they can continue to serve.

The key positive findings from the safety climate survey respondents:



93%

feel that their team members genuinely care for each other's safety



93%

believe they would not be criticised if they stopped a task that posed an immediate risk



92%

feel encouraged to report safety concerns



90%

experience good team cooperation



Our commitment to delivering quality services was confirmed by the successful completion of the Human Service Standards accreditation verification audits, and the ISO 9001:2015 maintenance audits.

This year we also commissioned a safety review of the organisation and the implementation of a safety culture survey. The survey encompassed questions around workplace risks, safety controls, safety training, strengths of and barriers to workplace safety, and ideas for improvement. The outcomes of this work have informed our safety strategy moving forward.

The survey outcomes highlight that Melbourne City Mission's strongest area is its people and their care for each other. This is a great grounding for improving safety in other areas.

Other notable achievements for the year included:

- Our new Values were launched across all portfolios, reinforcing our organisational commitment to a positive workplace culture.

- The first Hester Hornbrook Academy Enterprise Bargaining Agreement was certified, further enabling the delivery of our education strategy and our aspiration to be the best VCAL provider in Victoria.

- Customer Management System (CMS) training for all disability residential services staff was completed this year. We facilitated workshops with the underlying aim of enriching the delivery of customer support and outcomes.

- We worked collaboratively with Balit Narrum to co-design a best practice guide for support coordination for Aboriginal participants in the NDIS.

Melbourne City Mission will continue building and strengthening our workforce in line with our culture and Values, enhancing our impact on the lives of the people we support.

Disability Services

Empowering people with disability to build independence and live meaningful lives.

This year Melbourne City Mission's Disability Services supported and empowered 2,010 people. Funding through the National Disability Insurance Scheme (NDIS) provided support and opportunities to more than 1,400 people. We have delivered over 33,000 hours of direct service in the community, assisted 67 people in Supported Independent Living (SIL) and offered support coordination to more than 900 people.



NDIS

The NDIS is delivering transformational change for both people with disability and service providers.

We have made significant investments in the capacity of our disability services. Over the past year, people with experience in living with a disability played a pivotal role in discussions about creating a new suite of services that respond to the NDIS and the flexibility it offers. As part of providing true person-centred services, we made sure that the people we are supporting played a critical role in how we structure our services.

Our significant growth in support coordination and community support resulted in a full NDIS rollout in North East Melbourne, along with the opening of a new purpose-built house in the Northern region, providing home-based support for up to 15 families

with children, and young people aged 6-18 who have complex and challenging behaviours.

We continued to work with the Aborigines Advancement League to build the skills of Aboriginal workers in their understanding of the NDIS and Support Coordination. Our strong involvement with the Balit Narrum network of Aboriginal Support providers in the Northern region continues to build community knowledge about the NDIS and Melbourne City Mission's services.

While we have been working with people in Melbourne's West for many years, in November we established a new contemporary office in Werribee to service the local community and meet the significant growth and needs of the area. The office was officially opened with a gathering of Wyndham City Councillors, Melbourne City Mission staff and clients, and representatives from partner agencies to celebrate our

new local presence in the west of Melbourne. Our new office in Werribee provides Melbourne City Mission with a 'hub' for staff across a range of programs, including Disability Support, Early Childhood Intervention Services (ECIS) and Homelessness and Justice.

We have also commenced services in Ballarat as part of our commitment to expand throughout Victoria to meet growing community need.

Our Compass program, which was set up by and for people with an Acquired Brain Injury (ABI), has this year supported 41 people living with an ABI. As the members themselves run Compass, they continue to provide opportunities for people living with an ABI to relearn skills and rebuild their confidence. By supporting others facing the same challenges, they also empower themselves in their own journey and this has proven to be a powerful support

mechanism. This year has seen our service triple, with three groups running weekly.

Our Community Support program offers tailored, individualised support to more than 300 people living with a disability. We work alongside people to build their community connections and to achieve their goals.

Our Bridges Community Linkages and Community Support program delivers community-based training and support to 89 people including 12 young people running two school canteens. Our team of 26 staff at Bridges assists people to learn new skills, try new activities, find work or become a volunteer in their local community; all contributing to finding purpose and joy in the everyday.

The success of our disability services is a testament to the efforts of our team of over 370 staff including more than 40 support coordinators who are embedded in local communities where our services are delivered.



Michelle has always wanted to be a teacher and was studying for a teaching degree, as well as being heavily involved in her community, when she suffered a severe asthma attack causing her to stop breathing for 10 minutes. This resulted in her sustaining an Acquired Brain Injury (ABI).

Michelle had always been creative and crafty, and so during her recovery she began making homemade greeting cards and books about her journey of recovery from her ABI. Like any ambitious young woman, Michelle wanted to earn an income and contribute to the world in some way. She did not want to be defined by her ABI, and so with the support of her coordinator Lauren, Michelle decided to turn her craft and artwork into an income.

By harnessing the power of the local community connection made through the new office in Werribee, Michelle approached the owners of a new local café, 'Craft and Caffeine'. It was a perfect fit; the cafe was eager to be a part of

Michelle's journey and now stocks her cards and book for sale.

Michelle has also been offered the opportunity to run craft workshops, read for their story time group, support the café's customers in their craft activities, as well as commencing waitressing.

For people who have experienced an ABI, reconnecting with interests and goals from before their injury can provide a pathway forward. Michelle's goal of becoming a teacher is back on track; while her teaching may take place in a different environment to what she imagined, her experience proves that with the right support in place, people are not defined by their challenges.

Early Childhood Intervention Services (ECIS)

Presenting children and families with opportunities and possibilities is the focus for our remarkable Early Childhood Intervention Services.

This year more than 300 families in metropolitan Melbourne received support through our ECIS program. That's 300 families that have been offered hope, the opportunity to learn, and the chance to move towards their developmental goals.

ECIS offered specialised educational, therapeutic and development program support services across 37 postcodes in metropolitan Melbourne. Delivering support in family homes, in community venues such as Bassetts Road Early Learning Centre, Laurimar Kindergarten and Hartnett House Children's Centre, and from our new office in Werribee. Our service footprint has grown significantly, with expansion into the western growth areas of Brimbank, Melton and Wyndham.



Introduction of NDIS

The introduction of the National Disability Insurance Scheme (NDIS) has broken down the geographic and funding boundaries that were in place under previous funding models. We are now able to work with more families across wider areas, resulting in more services across both the Northern and Western regions. Of the 300 children and families we support, 180 have NDIS packages.

The integration of ECIS within our broader disability services has enabled our strategy to deliver seamless, holistic services to people across all ages and life stages.

The success of our ECIS service is underpinned by our family-centred and strengths-based approach. We deliver supports via a trans-disciplinary model, recognised as best-practice in ECIS across the sector and under the NDIS.

Our services are tailored to meet each child's individual needs and goals, and we provide culturally responsive practices in natural, familiar environments. Strong relationships are fostered between children, families and staff and through these trusted relationships, families lead the design of their support plan and decisions about their services.

As a leader in the delivery of ECIS services, this year our team delivered a series of training sessions to 38 educators and five family day carers, as well as staff in six children's services hubs. By providing whole of service learning, we are able to further support children, their needs and their inclusion into their local early childhood setting. We have designed training programs specifically for individual services to meet the needs of their own staff and have delivered this support in conjunction with peak bodies such as Amaze.

Our dynamic and individualised services reflect each child and family's priorities, learning styles and cultural beliefs. Our team comprises of experienced early childhood educational practitioners, speech pathologists, physiotherapists, occupational therapists, educational specialists and parent support workers to cater for the service demands of communities we work in.



Charlotte is five years old and loves squirrels; in fact, she loves all animals. With an early Autism diagnosis, Melbourne City Mission has been walking alongside her and her family for the past three years.

By working together, and with the support of NDIS funding, Charlotte has continued to blossom and grow. Our family-led model has enabled Charlotte to receive support in her home, at three and four year old kinder, and now at primary school.

Charlotte is a lively and eager participant in all programs and activities. She attends our school holiday social skills groups and also an after school program, the Social Squirrels Group, where she learns how to share ideas and thoughts

with her peers. She plays games around dealing with emotions, games that require negotiation, and activities where she needs to work as part of a group.

All these activities are designed to provide her with the tools to be part of her community, and an active member of her loving family. The ECIS program, along with her family and her local community, is drawing out all that Charlotte has to offer, so she can enjoy a happy and fulfilling childhood.



37

postcodes across Northern and Western Melbourne offered ECIS support services



300+

metropolitan Melbourne families offered ECIS support



180

families with an NDIS funding package

Homelessness Services

Supporting young people, adults and families to achieve stable, secure and appropriate housing.

Many people experience events in their life that may place them at risk of homelessness. On Census night in 2016, 24,817 Victorians were homeless, with two of every five Victorians counted as homeless under 25 years old.

Over the past year we have continued to seek innovative strategies that provide pathways for those facing a housing crisis back into the community. Our integrated service connects young people, adults and families experiencing homelessness, to housing, education, disability, employment and social supports, opening the door to a future of possibilities.

Youth Homelessness

This year we consolidated our position as Victoria's largest Youth Homelessness provider, receiving over 5,000 calls from young people per month, an increase of over 20% from last year.

Our four Youth Refuge programs across the Northern and Western suburbs of Melbourne provided 12,585 nights of accommodation for 623 young people. The average stay was 23 nights.

The Victorian State Government boosted our 'Accommodation for the Homeless' initiative announcing \$3.3 million of State Government funding for the redevelopment of the Iramoo Youth Refuge.



The purpose-built facility will strengthen our capacity to support up to 100 young people experiencing homelessness in Melbourne's West.

Our early intervention program, Detour, has continued to achieve great outcomes. The program works in partnership with local schools, Headspace, Department of Health and Human Services, Centrelink, Kids Under Cover, Uniting and other local services in Sunshine, Frankston and Shepparton to disrupt the cycle of homelessness for young people through education, training and employment. Our team of youth coaches supported 221 young people this year who were at risk or newly homeless, helping them strengthen family and social networks and make plans and goals based on their strengths and abilities.

Our Early Intervention team also continued their successful work, supporting 90 young people to remain connected to family, school, and their community, and prevented them from experiencing homelessness.

Adult and Family Homelessness

Melbourne City Mission delivers adult and family homelessness services in Melbourne's West, and is one of the major providers of housing support and crisis services in that region. Celebrating their 20th year of operation, these programs play a vital role for people who are homeless or experiencing unstable housing in Melbourne's West.

This year we helped 564 households by providing short and long term support to assist adults and families to find and keep long-term housing that meets their needs.

Partnerships and Innovation

Our programs achieve great outcomes for the people they support because they don't work alone. We are deeply connected to a larger system of partner agencies and services, with links that are based on genuine collaboration.

In a sector first, we supported the Barnett Foundation on the Melbourne Apartments Project (MAP) – an innovative affordable 34-unit housing development in North Melbourne that will enable social housing tenants to transition into home ownership and create vacancies in social housing for new households currently on the waiting list.

The Youth2 group is a new and exciting partnership in the Frankston Mornington Peninsula area, working collaboratively to address the issue of youth homelessness in the outer South East of Melbourne and the Peninsula. The group consists of ten community organisations and service providers within Frankston or Mornington Peninsula, all working with young people experiencing, or at risk of homelessness.

Melbourne City Mission has also played a key role in the Brimbank/Melton 'Launch Site'. This Victorian Government initiative brings together local homelessness agencies to trial new ways of working and pilot new programs. Working closely with the local homelessness Access Point, this initiative has provided intensive support to families forced into crisis accommodation, connecting and assisting them to access private rental housing rapidly, so that they can move into stable accommodation. The first six months has seen our staff successfully help over 22 families find suitable housing, leading to positive change and creating better lives.



Sarah, her partner, and three young children were referred through to Melbourne City Mission's Interim Response Program after being evicted from their previous home.

Sarah and her family had fallen behind in their rental payments for multiple reasons, but mainly due to expensive car repairs and everyday costs becoming overwhelming. Once they were evicted they had nowhere to go and ended up at the Salvation Army Social Housing Service seeking help.

They were placed in emergency accommodation at one of the local hotels and referred to our Interim Response Program. Due to many challenges, a negative rental history and other complicating factors, the family remained homeless for three months. During their support period Sarah and her worker met multiple times a week, attended many house inspections and completed many rental applications. They were knocked back every time. Having to live in a hotel, and continually being rejected for rental properties caused Sarah to become

frustrated and depressed. But she never gave up. Her Melbourne City Mission support worker continued to help Sarah and her family to apply for properties, whilst supporting her to cope with living in a hotel environment.

Our support worker was able to advocate strongly to a particular real estate agent to give Sarah and her family a chance and was able to secure her a six-month trial tenancy as a result.

The support worker continued to provide support eight weeks after the family successfully moved into their new property. We were then able to refer her to other services for furniture and household goods, and made sure the family had everything they needed to settle into their new home, including connecting the children with kindergarten and school. Sarah and her family were happier, healthier and no longer required our support.

Frontyard Youth Services

Frontyard continues to positively impact the lives of young people every day, creating new opportunities and possibilities through innovative programs and service delivery.

Frontyard has seen a 20% increase in services this year. We have provided support to over 19,000 young people, and received over 65,000 phone calls from young people, families, schools and other support services.

As an innovator and specialist service provider for young people across Melbourne, Frontyard provides integrated, responsive services for young people who are experiencing, or are at risk of, homelessness. Our model of integration puts people – not services or systems – at the centre.

The Frontyard Intensive Case Management Programs provide holistic support to young people with multiple and complex needs. During the past 12 months, these programs delivered a combined total of 519 incidents of support. In addition, they provided street based outreach to young people in the CBD, facilitated an Outdoor Experience Program and supported several long-term rough sleepers into safe and secure accommodation.

The Family Reconciliation and Mediation Program (FRMP) has continued to help young people strengthen their connections with family and significant others in the community so that pathways to homelessness are decreased. Through the use of FRMP brokerage funds, young people and their



Animal Assisted Therapy program

The innovative Animal Assisted Therapy program is partnering dogs with young people to support them to overcome the feeling of being disconnected. The program has been running for nearly a year and is already showing positive signs, including reducing feelings of stress and anxiety.

families are able to access a wide range of psychological therapies and family counselling targeted towards early intervention. FRMP is also focused on sector capacity building through a range of professional development initiatives that promote the use of new models and tools to provide unique ways of supporting workers to engage with young people and the important people in their lives.

We have continued our focus on our School Engagement Program and delivered a new Social Justice program for year 9-10 students. Delivered by youth workers, the program educates students about homelessness and the importance of early intervention. This year over 4,000 students heard stories of real life experiences, broadening their understanding that homelessness can happen to anybody and what services are available to help.

Finding new ways to engage young people is essential, and this year Frontyard implemented services that focus on the young person's health and wellbeing. The Music Therapy and Art Therapy programs are increasing young people's sense of safety, peace and wellbeing – strengthening their capacity to cope and achieve better outcomes for themselves.



Youth Action Group (YAG)

We were successful in securing an additional three years of funding from the Victorian Government to contribute to the YAG youth voice project which aims to foster Melbourne's next generation of civic leaders, create connections between diverse groups of young people, and make a difference in Melbourne.

The YAG's two signature events in 2017 included the 'Compassion Booth' and the 'Night of Kindness'. These events promoted equality and compassion in our society, facilitated conversations and raised awareness of the issues affecting young people and the stigma and marginalisation associated with age, gender, sexuality, culture and the intersections with homelessness.



In its first year, our Check-In program went from strength to strength, delivering recovery-oriented mental health support to 167 young people.

The program is a new approach to 'Mind Health + Wellness' for young people aged 16 to 25 who are experiencing, or at risk of experiencing, homelessness. The team comprises of a specialist, multidisciplinary group of youth mental health clinicians, who provide outreach and centre-based care for young people accessing Frontyard Youth Services and Melbourne City Mission refuges.

19,000+
young people supported

65,000
calls received



Bianca came to Frontyard for housing, alcohol, drug and mental health support. Sadly, Bianca had left home due to ongoing family violence which led to poor mental health and minimal coping mechanisms.

After some initial hesitation, Bianca engaged with a range of Frontyard programs including Melbourne Youth Support Service (MYSS), Intensive Support Work (ISW), Young People's Health Service, Centrelink, Youthlaw and the Check-In team. While working with her intensive support worker, Bianca made and achieved goals to obtain a private rental and to link in with other support services.

She became engaged with music therapy which has supported her need to express her feelings in a positive and constructive manner and allowed for a creative space to open up about her childhood experiences and to start the healing process.

After obtaining shared accommodation, Bianca is now out of the homelessness system and continues to be supported externally for her mental health. Her experience at Frontyard demonstrates the positive outcomes that can be achieved from co-located services.

Justice Services

This year Melbourne City Mission, in partnership with GEO Group Australia, began operating a new and innovative justice solution promoting opportunities for rehabilitation which contribute to reducing crime in the community.

Our innovative approach to service delivery touched the lives of 2,536 men and 359 women in Victorian prisons. Our model focuses on respectfully working together to assist those who are incarcerated to rebuild their lives and reintegrate successfully back into their community upon their release.

Our work in the justice sector took a significant turn with our first ever commercial partnership with GEO Group Australia, the private operator of Ravenhall Correctional Centre. This partnership is the first of its kind in Australia. Ravenhall Prison, which houses 1,000 adult male prisoners, has introduced a world leading therapeutic model aimed at a reduction in reoffending rates. Melbourne City Mission is excited to be a part of this innovation which provides person-centred support through partnerships and collaboration.

Together with other partners, we provide the men at Ravenhall with a model that enables access to more health professionals and support services than any other prison in Australia.

Melbourne City Mission's services are focused on Family Services and Parenting, Life Skills, Pastoral Care, Education (VCAL), and pre and post release support across employment, housing information and debt management.

Continuing our great work over the past years, our services at the Dame Phyllis Frost Centre, Tarrengower Prison and Marngoneet Correctional Centre are delivering positive outcomes and possibilities to people once outside the prison system. Our work at Tarrengower Prison was extended to include supporting women from culturally and linguistically diverse backgrounds. This program provides the necessary links between women, their families and the local community and, provides advice, liaison, welfare support and referrals to appropriate agencies or professionals.

The Out Of The Dark program continued to be a great resource for women in custody, with extremely positive reports from participants. The psycho-educational program aims to help participants identify family violence issues that impact on their life. Melbourne City Mission delivered the first pilot programs in 2009 and continues to be funded for ongoing programs at the Dame Phyllis Frost Centre, Tarrengower Prison and Marngoneet Correctional Centre. The facilitators reported that the program is successful due to not only the content and delivery but a major part of the women participating in all aspects of the group work and personal reflections.

This year also saw Melbourne City Mission ceasing delivery of the Family Support Service (FSS) due to program changes from Corrections Victoria. The program which assisted women in custody to manage issues relating to their children and families was commenced at the Dame Phyllis Frost Centre in 2005 and Tarrengower Prison in 2012.

Our innovative approach to service delivery touched the lives of



2,536 men



359 women

Neil is a 47 year old Aboriginal man with a long history of homelessness and intermittent incarcerations over the past 20 years. He calls prison his 'home' and relays that the only place where he can stay clean is his 'home'.

Neil's issues are complex. He suffers from a persistent mental illness with chronic suicidal ideation. He has a substance dependence, a diminished sense of self-worth and limited social bonds in the community.

Neil is a survivor of the stolen generation and the impact this has had on his life is immeasurable. He has experienced homelessness, inequality and inadequate social support, which have all served to compound his adversity and vulnerability. He says he had never been offered support until he came to Ravenhall.

The Melbourne City Mission Emerge program has provided intensive case management support to Neil, both before his release and after. What this means for Neil is that he now has the support to navigate service coordination, advocacy, counselling, crisis intervention, transport and resource mobilisation. Neil was released from Ravenhall in May 2018. He continues to engage in the Emerge program, correctional services and allied health support.

Neil now lives in supported accommodation and plans to move into transitional housing. With assistance from primary care and alcohol and other drugs services, he has been managing his mental health condition and has significantly reduced his drug use. Neil has expressed his interest in returning to work.

Through collaborative work with community services in his neighbourhood, it is envisaged that Neil will continue to make his recovery to re-establish a meaningful life. The Emerge program has given Neil hope - hope that he may one day be well, hope that he can reconnect with his daughter and grandchild, hope that he may go back to work, and hope that he will one day be free of the pain, suffering and the adversity that has plagued him.



Early Years

Melbourne City Mission is committed to advocating for the rights of children and families, building on the strengths and capacities of families and the community, and empowering parents to provide their children with the best possible start in life.

We are proud of our long history of working with children and their families. We strive to ensure children become life-long learners and develop the skills and connections they need to transition to the next stage of their lives.

Across Melbourne, we operate early learning centres in Braybrook, Brunswick and Doreen. This year more than 300 children and families engaged in our programs, supported playgroups and family support.

A particular focus of the learning program this year was our tailored supports and making sure that the wellbeing of children who face challenges is enhanced through the services we provide.

Our community development programs such as Parent Child Mother Goose, parenting education programs and supported playgroups, enable an integrated early years offering, providing linkages to ECIS and our disability services.



At Hartnett House Children's Centre, our major renovation and landscaping project was completed increasing our capacity to cater for 126 children.

The creation of modern facilities, new community rooms, Early Childhood Intervention Services (ECIS) spaces, and open areas, has created an environment that engages and challenges children and promotes their learning, wellbeing and development.

Hartnett House, together with the Bassetts Road Early Learning Centre, provided long-day-care and kindergarten support to over 250 children and families during the year. Our two sessional kindergarten programs at Laurimar and Braybrook continued to also exceed our projections and provided support to 519 families.

Our Cradle to Kinder (C2K) program grew significantly during the year with success in tendering for two new contracts across Brimbank-Melton in the Western region and the North East metropolitan area. Melbourne City Mission now operates three C2K programs across Western and Northern Melbourne, each working with 32 families who require an intensive, long-term and

multi-disciplinary response. We are also a C2K partner in a fourth location in the Hume-Moreland region.

The Western C2K program has had 12 families graduate from the four year program to date. Many families have flourished in the program and have successfully achieved their individual goals

for their children, and are on track to realise their hopes for their families' future.

Our Early Links programs in Fawkner provide 150 families with a range of supports to mothers, fathers, grandparents or carers of children up to 12 years to develop their parenting skills and meet other families within their community.

A passionate network of dedicated, professional educators.

At the heart of our early years services is our commitment to building the capability of our 105 educators to positively impact quality, and influence child outcomes.

We provide innovative professional development programs and support services to enable the building of nurturing and stimulating early childhood learning environments.

Our programs are delivered in supportive environments and our centres welcome every child, regardless of their background or the challenges they may face. We partner with parents and families to support children to reach their full potential. We tirelessly advocate to government and the community to ensure children and families have continued access to affordable, high quality early learning and care.



When Jasmine fell pregnant unexpectedly, she felt overwhelmed by the prospect of having a baby, and all that this encompassed.

After contacting Melbourne City Mission, she was referred to the Cradle to Kinder (C2K) program and it was here that she met her Case Worker, Noirin. Jasmine and Noirin enjoyed an instant rapport and a bond between them quickly formed.

“The best part of the Cradle to Kinder program is having personalised support, socialisation through groups and having Noirin provide me all the support I need to be a mum. Once Lily was born, Noirin supported me to navigate the complexities and supported me emotionally and physically.”

Today, Lily is just thriving and Jasmine continues to shine, focusing on her artistic talents, coordinating and managing the C2K

Mother's Day event and excelling in her Young Mums classes at The Hester Hornbrook Academy.

Through the C2K program and excellent childcare for Lily, Jasmine will soon graduate and plans to study to be a veterinary nurse. Lily is a beautiful, healthy baby, experiencing love, emotional stability and good development. Jasmine is an inspirational and amazing young woman and a wonderful mum.

The smile shared between Jasmine, Lily and Noirin, is infectious, and so too is the bond they share.

The Hester Hornbrook Academy



Empowering young people to create their own pathways to a positive future through education and wellbeing support.

Just under six years ago, we set out on an ambitious journey to create an independent school that offered students additional support to overcome barriers to education. Thanks to an unwavering vision, innovative educators and youth workers, coupled with support from our Frontyard service, The Hester Hornbrook Academy continues to grow.

In April 2018, the flagship Hester Hornbrook Academy Prahran Campus was officially opened by Ms Judith Graley MP, Parliamentary Secretary of Education for Victoria.

A gathering of Melbourne City Mission and The Hester Hornbrook Academy Board and staff members, VIP's from the Department of Education, Melbourne Polytechnic,

and community referral partners saw Ms Graley speak passionately about our school. She described it as close to her heart, and reiterated the important role of VCAL, encouraging us to 'spread our wings to outer suburbs' to meet the needs of disengaged students in those communities.

Now in its second year as an Independent school, The Hester Hornbrook Academy saw 169 students enrol, with 75% of students re-enrolling. Our work shows that when young people build the confidence to discover their talents and put them to work, they are preparing themselves to achieve more in school, and also in their lives.

This year, 11 students graduated with a senior certificate and pursued pathways into either further education or employment.

The Hester Hornbrook Academy continues to provide flexible education options that give young people the chance to gain practical skills, connect with others, and feel valued and supported. This year we have seen increased engagement across all of our education programs which is a testament to the commitment of our staff and students.

Innovation is at the heart of what we do - from improving the core practices, through to evidence-based service models, and industry-leading professional development. We foster partnerships across youth, education and research, and extend our relationships with governments to create opportunities for vulnerable young people to become more engaged, discover their talents, and experience success.

All Hester Hornbrook Academy staff are trained in trauma-informed practice, restorative practices, first aid and CPR, and we continue to invest heavily in staff professional development, providing opportunities for further training, access to conferences and seminars, and encouraging staff to engage in local community networks.

Our second year as an Independent school also saw us provide an enhanced student experience and maintain our balance between student wellbeing and education. This year has been a key milestone in the development of our education programs and we are excited to build from here.



Stronger Schools

In May 2018, The Hester Hornbrook Academy was proud to host the launch of the Stronger Schools campaign.

Stronger Schools is a campaign for inclusive and supportive education that has been developed by members of the Victorian Council of Social Service Education Equity Coalition, including Melbourne City Mission. The campaign calls on all politicians and political parties to focus on providing public education that is affordable for every Victorian family and to give students a greater voice in shaping their own educational pathway.

The future for The Hester Hornbrook Academy and our students is bright - we are on a path towards supporting even more young people in innovative and responsive ways.



Jessica commenced at The Hester Hornbrook Academy two years ago. With support and guidance from Melbourne City Mission staff, her future is looking bright.

As a young mum to Leighton, and in a volatile relationship, working with support and case workers enabled Jessica to transition to a new home, enrol in the Young Mums class at The Hester Hornbrook Academy and excel in her studies.

Dedication and hard work has seen her achieve qualifications in Food Handling, Responsible Service of Alcohol and a Barista Course. Jessica is now completing her VCAL and hopes to study a Certificate IV in Community Services next year. She partly credits her success to educators, Vicki and Stella, for their career advice and support. Jessica is a wonderful mother, successfully balancing motherhood with her studies. She has many aspirations for the future and has shown how education and a supportive network can empower young people to change their lives for the better.



Education and Training

Melbourne City Mission believes that education is critical to improving life opportunities.

As a Registered Training Organisation, a non-school senior secondary provider and a registered Learn Local organisation, Melbourne City Mission delivers accredited training for disengaged and hard to reach learners.

The Transition to Work program and our other youth transition programs assisted more disadvantaged and unemployed young people this year to make the shift from school to adult working life. We harnessed their skills and aspirations while drawing on the community to create the opportunities and resources they needed to reach their goals.

Our innovative programs engage young people in a community where they are safe, valued and heard; empowering and equipping them with the skills, knowledge, resilience and values they need to lead purposeful, positive lives, forging new possibilities for their future.

Our School Focussed Youth Service (SFYS) is delivered in partnership with schools to re-engage young people in education. Across Melbourne, we partnered with 10 schools, engaging 172 students. We also developed relationships with two new schools who had previously not engaged with SFYS, and together with existing schools this enabled us to reach a further 26 students.



Hospitality Employment and Training (HEAT) program

The HEAT program celebrated its 10th year of providing practical, hands-on, work-ready hospitality training for young people.

Over the year, HEAT students had the opportunity to create delightful meals in our HEAT café and participate in the Homeless Longest Lunch. The HEAT Homeless Longest Lunch is a major event where students prepare a three-course lunch for over 200 people experiencing homelessness. The work experience gained by students is invaluable and provides a strong foundation for future employment.

The Springboard Case Management program continues to provide education and employment case management for young people aged 16-21 who are currently in, or have been in, residential care. Our tailored approach to engagement and ongoing support saw some great outcomes this year including:

- A higher number of young mums in the Springboard program who have re-engaged into education.
- One Springboard client was a finalist in the Victorian Young Achievers Award for her efforts in education and overcoming addiction.
- Using funding in creative ways to support young people's education and wellbeing including financing gym memberships, school/TAFE fees, bicycles, driving lessons, learners and probationary licences, work and interview clothes.

Western Young People's Independent Network (WYPIN) continues to empower young people from diverse backgrounds to make a difference. WYPIN currently works with students from 10 different cultures and backgrounds. WYPIN recently finished a 9-week Community Safety program that culminated in a youth led forum on safety. Two leadership programs were offered in 2018, including Leader of the Pack for young men and Lead on Again for young women. Three school activities for newly arrived young people were also conducted, known as the Recreational Activity Day (RAD) program.

All our programs are integrated with other Melbourne City Mission and community-based programs and partners to provide holistic education, training and support responses.



67%

increase in student numbers from last year



Sinead is forever thankful for being part of the Springboard program.

At just 15, Sinead was living in a residential house with limited opportunities. Since becoming part of the Melbourne City Mission family and the Springboard program, Sinead has received support and encouragement, has accessed educational programs and completed several hospitality qualifications.

Being open to support and encouragement has led Sinead to increased participation in activities, and she is now focussing on the future. Sinead has completed a Food Handling Course, a Barista Course and her Responsible Service of Alcohol qualification. She has been in the HEAT program and is looking to pursue a future in hospitality.

Palliative Care

Delivering compassionate, high quality end-of-life care and support to patients and their families in their time of need.

Our Palliative Care services operate in a changing environment across the health and aged care sectors.

Our community-based services operating across the northern region provided care to nearly 1,000 people. A team of 50 dedicated staff provided palliative care for 909 people this year. Of those, 56% died in their place of choice.

Our Palliative Care services provide specialist health care and practical support to people who have a life limiting illness. We aim to enhance the quality of life, experiences and relationships for people as they reach the end of their lives. We provide expert symptom management and pay particular attention to physical, spiritual, social and cultural needs, ensuring that dignity and quality of life are at the forefront of everything we do.

As a team we continue to seek opportunities to work collaboratively to enhance the care and support we provide to clients. We recognise that each individual circumstance is unique, therefore we are able to tailor a palliative care plan that has been developed to meet the needs of families and the medical requirements of loved ones.

The year has seen major changes in policy and legislation at a state level that will have implications for how we provide services to people in the future. Melbourne

City Mission supported the Voluntary Assisted Dying Legislation, which will commence in June 2019. Though some of these changes are challenging for Melbourne City Mission and for the entire palliative care sector, they also provide opportunities for us to explore different ways of working and improving access to our service for our very diverse community.

To ensure we stay informed and actively participate in discussions in these areas, we offer our expertise and continue to review and adapt our model of care to meet government and community expectation. As a leader in the field of palliative care we provided the Department of Health and Human Services (DHHS) with advice on a proposed alternative funding model for the palliative care sector. We were also recognised by the International Conference on Clinical Ethics Consultation (ICCEC), who selected our submission – *Clinical Ethics in translation: linking practice with research, learning and policy* – to present at the ICCEC 2018, in Oxford, United Kingdom.

This year saw the appointment of a clinical nurse specialising in aged care and clinical research. The clinical nurse will focus on developing a model of care to improve the quality of life outcomes for residents, as well as education, mentoring and clinical guidance. Alongside the development of this new model is the significant contribution made by carers.



Community-based services provided care to nearly

1,000
people



50
dedicated staff members provided palliative care for

909
people this year

We also introduced a comprehensive process which considers the health and wellbeing of carers in the overall provision of care to clients at the end of life stage. While our focus is to provide the best care to the person who is unwell, continuing with our holistic approach to all our services, the health and wellbeing of carers is also front of mind.

Our interdisciplinary team of skilled professionals continues to deliver palliative care services of the highest quality. Melbourne City Mission subscribes to the national program of Palliative Care Outcome Collaboration (PCOC) benchmarking.

Over the years our service has consistently improved benchmarks including responsiveness of our service for clients who are in the unstable phase of their illness. Clients in the unstable phase require intensive review for a short period. The proportion of clients in the unstable phase for three days or less has risen from 81.3% in 2013 to 95.3% in 2018 which now makes us national leaders in responsiveness to symptom management.



Julie, her family and friends were supported by the Palliative Care team from early 2016 up until her death in mid-2018.

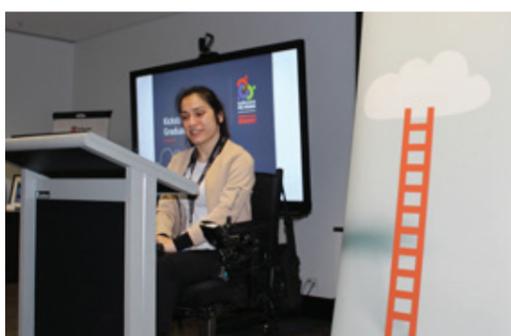
Julie was diagnosed with advanced breast cancer in March 2016 and received our service for over two years. Melbourne City Mission were able to provide care to Julie in a way that allowed her to live and die with dignity. Bereavement support continues for Julie's family.

Julie's brother Adrian wanted to donate money to Palliative Care for "all the medical and emotional support they have given Jules". Adrian stated that palliative care staff came to Julie's apartment more times than he can remember, and at one stage were coming every day. Palliative Care rely on government funding which is never enough according to Adrian so he set up a GoFundMe page to say a big thank you from all Julie's family and friends.

Adrian said that Julie was always about social justice. "I can't think of a better way to say thanks to the people who treated her so well and with such dignity and respect."

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.



Frontyard Disruptive Model

Rethinking youth homelessness and disrupting the cycle.

The latest Census reported that homelessness has increased by a worrying 11%. But more alarmingly, two out of every five people experiencing homelessness in Australia are under the age of 25.

For nearly thirty years, Frontyard Youth Services has been supporting young people. We are now writing the next chapter in Melbourne's response to young people experiencing homelessness.

In early 2019 Melbourne City Mission will establish the first ever fully-integrated response to youth homelessness with a 24/7 youth crisis accommodation centre. This world-first model of care will have a 24-hour intake, and offer a wide range of different support services, including health, mental health, drug and alcohol, disability, law, finances, family violence, counselling and more. Expanded services will also include outreach support and digital access. Integrated with existing Frontyard services, the disruptive model of care will enable young people to access a full suite of services.

This new model will enable us to support young people who have multiple barriers and fall between the gaps of existing siloed service systems. Our mission is to support this cohort to finally exit homelessness and continue their journey to achieve their best life, their way.

The redevelopment would not be possible without the significant contributions of the Victorian State Government, the Property Industry Foundation, and our founding philanthropic partners, The Peter and Lyndy White Foundation. We also appreciate the

philanthropic support from Joe White Bequest, and Lord Mayor's Charitable Foundation.

Our partnership with the Property Industry Foundation has been instrumental in reaching our goal of the redevelopment of our Frontyard service. The Property Industry Foundation leveraged industry partnerships and networks who dedicated hundreds of hours of time to the Frontyard project. Over \$1,000,000 of in-kind services, consisting of architectural, surveying, planning, engineering and construction services were donated.



\$1,000,000+

of in-kind services were donated.



Frontyard Youth Services has been supporting young people for nearly

30 years



THE PETER & LYNDY WHITE FOUNDATION



Joe White Bequest



Policy, Public Affairs and Impact

Melbourne City Mission continues to provide a strong voice for the community.

Following a year of significant societal change, we have embraced our leadership role in advocating for positive social change for people and communities.

Advocacy is an important tool in our work to disrupt disadvantage, break down barriers and support people to achieve their best future, their way.

We know that solutions to disadvantage, social exclusion and inequality rely on strong advocacy at all levels – government, private sector and community.

Melbourne City Mission undertakes purposeful advocacy that is rights-focused and aligned with the goals of our Strategic Plan.



This year, we experienced significant social shifts in our society.

We saw an historic moment when Australia said YES to marriage equality – a huge YES to fairness and equality. As an organisation that celebrates diversity, and respects and values all relationships, Melbourne City Mission stood proudly in using our voice to support marriage equality through the 'YES' campaign.

Victoria became the first state to support the introduction of a Voluntary Assisted Dying scheme. As an active supporter of choice, Melbourne City Mission supports the scheme

which provides people with choice and control, together with the appropriate safeguards enshrined in legislation and monitored through regulation to protect all citizens. In supporting Voluntary Assisted Dying, we continue to affirm the valuable role of palliative care in end-of-life care. Consistent with the legislation, our staff will have no role in administering the Voluntary Assisted Dying scheme, but support people who access Voluntary Assisted Dying, and continue our role to provide palliative care nursing and allied health supports, as part of a multi-disciplinary care team.

This year we continued to advocate for people experiencing homelessness. We worked closely with the City of Melbourne, State Government, and housing, homelessness and legal services across Melbourne to identify and implement new responses to rough sleeping in the City of Melbourne. We successfully advocated for alternatives to a proposed by-law that would have criminalised homelessness.

We partnered with students, parents, teachers, community groups and the Victorian Council of Social Service (VCOSS) in the Stronger Schools Campaign advocating for an inclusive education action plan for Victoria. We know that inclusive and supportive schools are better for children, better for families and better for the whole community. Melbourne City Mission strongly advocates for keeping students and families connected to education, increasing resources to disadvantaged students and their schools, and giving students a greater voice in shaping their education.

We also contributed our united voice with the Tenants Union of Victoria and other advocates in the Make Renting Fair campaign. This campaign lobbies for the implementation of residential tenancy reforms that will increase rental safety, security and privacy for the 1.5 million Victorian households who rent. We have continued to urge the Victorian Government to implement promised reforms to the Residential Tenancies Act. In particular, Melbourne City Mission advocated for progress on the banning of rental bidding, the abolition of 'no reason' evictions,

the capping of rental increases, the introduction of measures to make it easier for tenants to make minor upgrades and keep pets, and a range of bond reforms.

Together with eleven community organisations and service providers in the Frankston and Mornington Peninsula region, we are working towards ending local youth homelessness through the Youth2 campaign. Together with young people, the campaign is advocating for the development of two supported crisis accommodation facilities located in close proximity to youth services in Frankston and Rosebud, as well as a Youth Foyer connected with education providers. It is critical that young people can access crisis accommodation in their local area, therefore staying connected to their community and social networks.

Melbourne City Mission has joined with the Youth Affairs Council of Victoria (YACVic) and other YACVic members to advocate for increased access to trained, supported youth workers in the community, including in schools and flexible learning settings. The Youth Work Matters campaign focuses on the importance of youth workers in the community and also calls upon the Victorian Government to further develop and strengthen programs that divert young people from the justice system, support them to form positive relationships with Victoria Police, and rehabilitate young people who have offended.

Social policy and advocacy

Melbourne City Mission continues to be an active participant in sector reforms spanning all areas of our work.

Over the year we were involved in consultations and conversations related to: the Ombudsman's Inquiry into School Expulsions; National Disability Insurance Scheme implementation; the proposed Disability Accreditation and Registration Scheme; Family Services reform and the broader Roadmap for Reform agenda; Family Violence reform, including the proposed Family Violence Information Sharing scheme; the proposed Child Information Sharing Scheme; the Statewide Refuge Review; the review of the Transitional Housing Management program; Youth Justice Reform; and the Productivity Commission Inquiry into Human Services.

A highlight was the Parliamentary Inquiry into Careers Advice in Victorian Schools, which saw two of our Hester Hornbrook Academy students (and our Principal) provide expert testimony at a public hearing in State Parliament. The Committee put on the record its view that the students' testimony was "the best session" in several months of public hearings.

We continue to inform and advocate through media, conferences, state and regional working groups, parliamentary hearings and policy submissions.

We partnered with the Council to Homeless Persons (CHP) to deliver the 2017 Victorian Homelessness Conference, delivering six presentations encompassing family violence, service system demand management, education as a response to youth homelessness, family breakdown and youth homelessness, music therapy and animal-assisted therapy.

We included a specialist youth homelessness stream in the conference program in which our Frontyard team showcased its practice delivering a workshop titled '*Rational Detachment: strategies to prevent crisis-driven youth work practice in crisis settings*'.

We co-sponsored the April edition of *CHP's Parity magazine* - the annual edition focused on youth homelessness. Ten articles were published by young people and Melbourne City Mission staff which focused on the theme of trauma and youth homelessness.

We were nominated as Co-Chair and Co-Convenor of Anti-Poverty Week 2018 in Victoria. Together with the Council for Single Mothers and Their Children, we will be leading Victoria's efforts and support others to raise awareness of and take action against the causes and consequence of poverty.

In June 2018 we presented on the interface between health and wellbeing programs and education programs and the nature of flexible, high-support learning at the Doing Schools Differently Conference, Australia's national flexible and inclusive education conference.

This year we also reinvigorated our research function. Our vision is to leverage evidence to deliver tangible and impactful changes that contribute to people living positive lives.

We have commissioned some high profile research pieces, including:

- The role of youth workers in The Hester Hornbrook Academy classrooms - with Victoria University
- Family Breakdown and Youth Homelessness - with Australian Catholic University
- Check-In: evaluation of a mental health pilot program at Frontyard Youth Services - with RMIT University
- Review of the Melbourne Apartments Project - with the City of Melbourne and the University of Melbourne



- Better Support for Decision-Making research project - with La Trobe University
- Use of Restraint and Seclusion - with RMIT University
- Review of Animal-Assisted Therapy Program - with the University of Melbourne.

Our new Research Strategy signals our intent to people who use our services, staff, policy-makers and other key stakeholders that Melbourne City Mission will contribute valuable insights to the public arena and will continue to be at the forefront of service improvement for Victorians.

Events and Fundraising

In 2017-18 more people than ever heard Melbourne City Mission's message, attended our events and helped us raise vital funds.

It was a successful year for Melbourne City Mission's Marketing, Fundraising & Communications team - breaking event and fundraising records, forging new partnerships and developing a range of marketing initiatives and campaigns that supported the important work of the wider organisation.

Events

Events continue to be a key factor in driving community support, creating awareness and achieving fundraising goals for Melbourne City Mission.

The annual Disability Ball celebrates the achievements of people living with disability. Held at the Regal Ballroom in Northcote with a Halloween theme, 175 people attended, including people living with disability, their carers, friends and family, staff, Board members, executives and corporate partners.

Hosts for the night, Tess and Joanne, were a force to be reckoned with, as they entertained the room and kept everyone smiling.

Ryan Schmidtke, better known to friends as DJ Fuzzy Logic, kept the crowd busy on the dance floor all night. Ryan has cerebral palsy and operated a sound and light show using his iPad from his wheelchair.





Our very own Bridges Band also showcased their tremendous talents by performing songs and sharing jokes; all of which earned them a standing ovation. Bridges is a day service that supports adults with mild to severe intellectual disabilities with community-based training and support, and their band certainly kept the dance floor grooving.

The Halloween Ball was a huge success and a great night out for the people Melbourne City Mission supports.

A breakfast was held in March at the Melbourne Cricket Club (MCC) to launch Sleep at the 'G' to corporate teams. This successful event saw 93 corporate partners join the conversation aimed at putting youth homelessness to bed. Frontyard Youth Services advocates spoke about their lived experience of homelessness, providing the business sector with the opportunity to learn more about how homelessness affects young people and the wider community.

The MCC announced that the event's biggest fundraisers would be afforded the opportunity to spend the night on the MCG boundary line. The stadium has hosted countless sporting blockbusters and major concerts – but for the first time in history, members of the public would have the opportunity to sleep on the MCG turf when the event was held in May.

The HEAT Homeless Longest Lunch was once again held at the mouth of Luna Park on Friday 23 March as part of the Melbourne Food and Wine Festival. Hospitality and catering students from the HEAT Training program, created a delicious three course meal for more than 200 people experiencing or at risk of homelessness.

Since 2008, more than 1,300 people have dined at the HEAT Homeless Longest Lunch, playing an important role in building community for people who often experience stigma and social isolation.

The event was attended by The Hon Martin Foley MP, Greens Candidate for Macnamara, Steph Hodgins-May, and Counsellor Ogy Simic, City of Port Phillip.

Generous support and sponsorship was provided by our long-term partners William Angliss Institute, patron Guy Grossi, Luna Park, Griffiths Coffee Brothers Roasters, Birkenstock, Complete Function Hire, San Pellegrino, Bidvest, Chef's Choice, Simon George & Sons, the City of Port Phillip as well as Melbourne Food and Wine Festival.

Our annual flagship event, Sleep at the 'G, set a new benchmark in its sixth year, with a record number of sleepers and donations received.

On Thursday 17 May more than 1,550 people converged on the iconic MCG and settled in for a night on the cold concrete floors to raise vital funds and awareness for youth homelessness.

The event featured: a Youth Homelessness Lived Experience panel, the YAG Compassion Booth, DJ Fuzzy Logic, Giant Jenga and Connect 4, Two Hands Tapping, a handball competition, Babel Fish, Music Yared, LANKS, Tim Woodz and Kate Lucetta.

Not only did the event raise over \$1,000,000, but we increased the awareness of homelessness and the programs we offer in the community.

Corporate engagement doubled at this year's Sleep at the 'G with 100 corporate teams participating. Organisations including PricewaterhouseCoopers (PwC), Bank of Melbourne, MCC and Visit Victoria were well represented. PwC's commitment to the event resulted in 150 sleepers raising \$149,608. We thank them, and all the sleeper teams for their dedication and efforts.

Special thanks to our major partners Melbourne Cricket Club (MCC) and Melbourne Football Club.

Fundraising

Melbourne City Mission's impact, services, programs, activities and people continue to depend on the remarkable generosity of our supporters and partners who this year helped us raise \$4.3 million towards various programs and the Frontyard Disruptive Model redevelopment.

Thank you to our supporters for choosing Melbourne City Mission.

Some of the many programs across the organisation which received direct funding from donors include: Pre-Accredited Education Services, Scholarships and Alumni, Bassetts Road Early Learning Centre, SKYS Program, Palliative Care, Bridges Community Linkages, Compass, Hartnett House Children's Centre, Early Childhood Intervention Services (ECIS), Early Learning Community Development, Young Pregnant & Parenting, Family Crisis Accommodation Services, Adult and Family Services, Stopover Youth Refuge, Iramoo Youth Refuge, Melbourne Youth Support Services, Frontyard and Detour.

Partnerships and Donors

Building strong relationships that facilitate collaboration gives us the best chance of success.

Melbourne City Mission is grateful for the support we receive from our volunteers, donors, bequestors, Federal, State and Local Governments, and our corporate supporters. The increased financial support we have received over the past year has enabled us to expand our existing programs and implement new activities for the people we support. Additionally, in the past year we have seen significant growth in the number of people who access our services, with partners and donors playing a vital role in helping to meet this demand.

Property Industry Foundation

Dedicated to making a tangible difference to the serious and persistent problem of youth homelessness, the Property Industry Foundation comprises of leaders and members from all sectors of the property and construction industry.

Our partnership is based on a shared vision and beliefs around outcomes and teamwork. For the past nine years, the Property Industry Foundation has been a valuable partner to Melbourne City Mission, through donations to our homeless youth programs. In this past year, their support of our Frontyard Disruptive Model redevelopment has been crucial to our success.

Increasing numbers of young people experiencing homelessness make our Frontyard service critically important, and our ongoing work with the Property Industry Foundation will continue to build resilience among young people who are facing homelessness.

Visit Victoria

Melbourne City Mission and Visit Victoria launched a three year collaborative and strategic partnership. This partnership is a testament to the shared values of the organisations, and our joint commitment to improving Victoria for all its residents, for today and moving forward.

"Visit Victoria cares about the wellbeing of the people who live here, our long-term partnership is a reflection of our values and commitment to making Victoria a better place, now and into the future, I'm proud that Visit Victoria is able to support the work of Melbourne City Mission in any way we can. It's important that as Victorians we all work together to look out for the most vulnerable people in our communities." said Visit Victoria Chief Executive Officer, Peter Bingeman.

We look forward to partnering with Visit Victoria to assist in raising community awareness and increasing the reach and impact of our innovative programs and services through skilled volunteers and fundraising.

Thank you

Volunteers

Thank you to the over 290 volunteers embedded throughout our organisation for all their extraordinary work.

Trusts and Estates

Collier Charitable Fund

CommBank Foundation
Grassroots Community Grant

Estate of Edwin George Batchelder

Estate of Catherine Jean Erdos

Estate of Helen E Van Senden

Estate of Kenneth Charles Bethell

Estate of Marie Florenza Gammon

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Estate of the Late Alfred Noel Curphey

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Local Government

Bayside City Council
 City of Brimbank
 City of Maribyrnong
 City of Melbourne
 City of Port Phillip
 City of Stonnington

State Government

Department of Health and Human Services
 Department of Education and Training
 Department of Justice and Regulation

Federal Government

Department of Education and Training
 Department of Health
 Department of Social Services

Corporate Office

164-180 Kings Way
South Melbourne 3205

Postal Address

PO Box 13210
Law Courts PO
Melbourne 8010

ABN 56 161 846 149

Contact

8625 4444
info@mcm.org.au
mcm.org.au

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