



Strategic
Plan
2017-2022

mcm.
melbourne city mission
your future, your way

A Message From Our Chair and CEO

In 2017 the Melbourne City Mission (MCM) Board and Executive developed a Five Year Strategic Plan that recognised a rapidly changing environment for not-for-profit providers of community services.

While change may bring challenges, it also presents new opportunities. Our 2017-2022 Strategic Plan seeks to build on our strengths, and the strong foundations of our service history spanning over 160 years, to achieve ambitious growth to support more people in more places than ever before.

This is not growth for growth's sake. Victoria's population is the fastest growing in Australia. Our outer suburbs, on the metro/rural fringe, are vibrant places, brimming with new families - but they're also places where the foundations of community are still being cemented, and where vital social infrastructure has not kept pace with population growth. And of course, we are equally committed to growing our impact in established communities where there are unmet needs.

Over the next five years we have committed ourselves to:

Maximise our impact as an influential voice and thought leader, amplifying our clients' voices, and meeting the needs of more clients and communities with even better outcomes;

Lead through innovation by making the most of our existing intellectual property, actively

disrupting ourselves to find better solutions, and investing in new ideas;

Ensure **clients are at the centre** of everything we do, driven by a deep understanding of our clients, their needs, and the difference we make;

Value our people, providing the safest possible workplace, attracting and retaining the best people, and supporting each other to do our best work;

Invest in the future, using purposeful financial management to invest in innovation and growth and to ensure we are sustainable into the future.

We believe that a positive life, a good life, an ordinary life is a magnificent thing every person has a right to enjoy. It is a great privilege to support people to achieve the positive life they choose for themselves, their way. We are excited about what the next five years will bring for MCM, the people we support, and the wonderful people and organisations who support us to do this great work.



Di McDonald,
Board Chair



Vicki Sutton,
CEO



About Melbourne City Mission

Melbourne City Mission (MCM) is a leading community support organisation working alongside people to live the life they aspire to, their way.

We work across Victoria providing a broad range of support in Homelessness, Justice, Disability, Palliative Care, ECIS, Early Years and Education service areas.

MCM has been in operation for more than 160 years. 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



290
Volunteers



832
Total Workforce



Our Vision, Purpose and Philosophy

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

Our 2017-2022 Strategic Plan is anchored by a guiding purpose and philosophy which describes why we exist, and how we approach our work with the people we work alongside. We focus on empowering people to make their own choices, disrupting disadvantage, and on supporting people at risk onto a pathway to a more positive life.

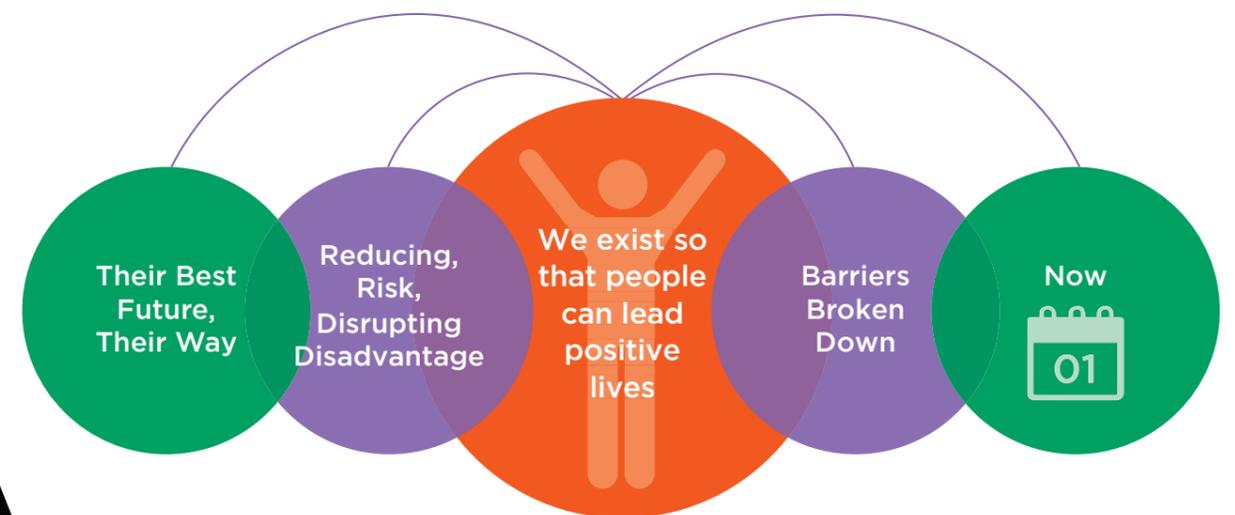
Our Purpose

We exist so that people can lead positive lives:

- We work with people at risk of poorer outcomes, and progression to greater and different forms of disadvantage
- Our suite of services prevent and disrupt cycles of disadvantage throughout people's lives

Our Philosophy

- We support people onto pathways to their best future, their way
- We reduce risk and disrupt disadvantage
- We work to break down barriers to positive lives
- We act urgently to make the most difference we can *now*



Our Values



Together

- 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



Courageous

- We speak up constructively in line with our convictions
- We pursue our goals with determination
- We are passionate about our advocacy role



Curious

- We are inquisitive and ask why
- We challenge the status quo
- We actively explore the alternatives



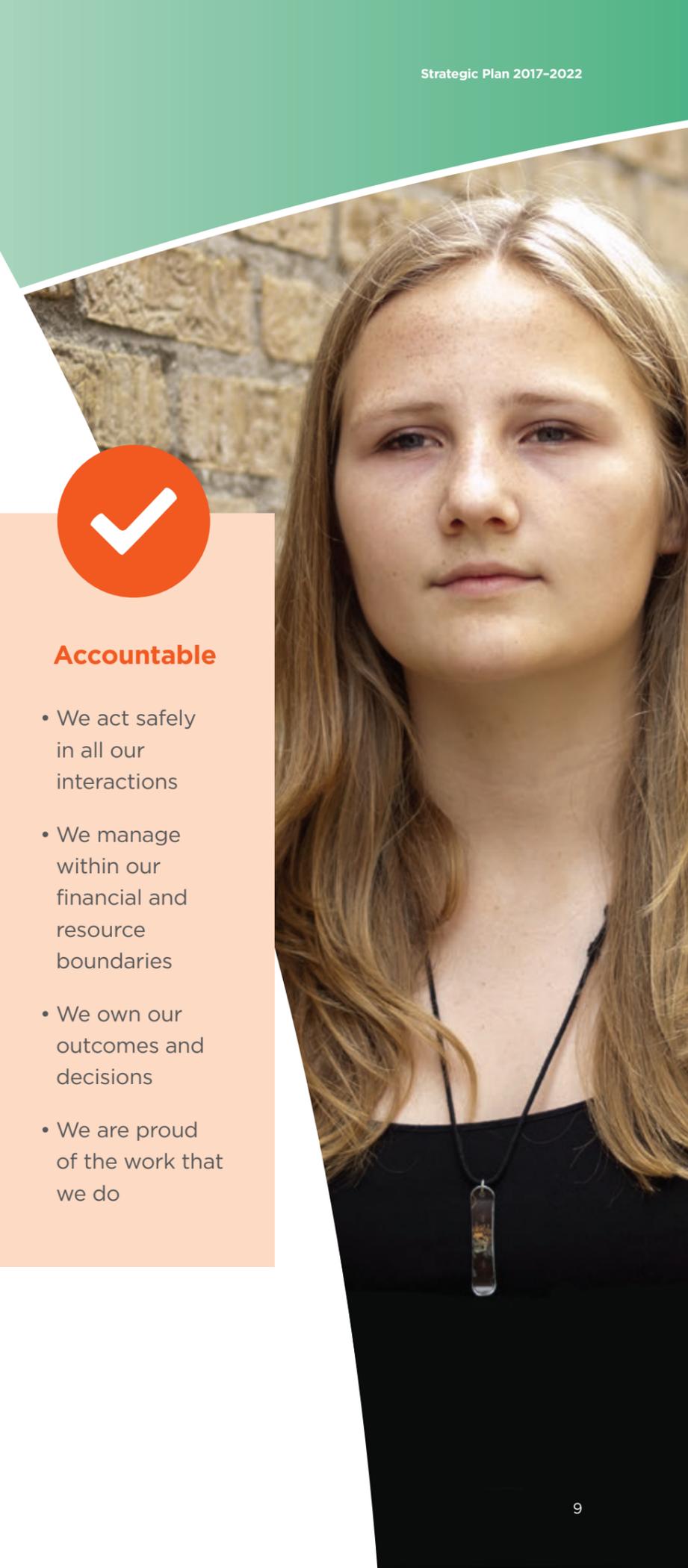
Open

- 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



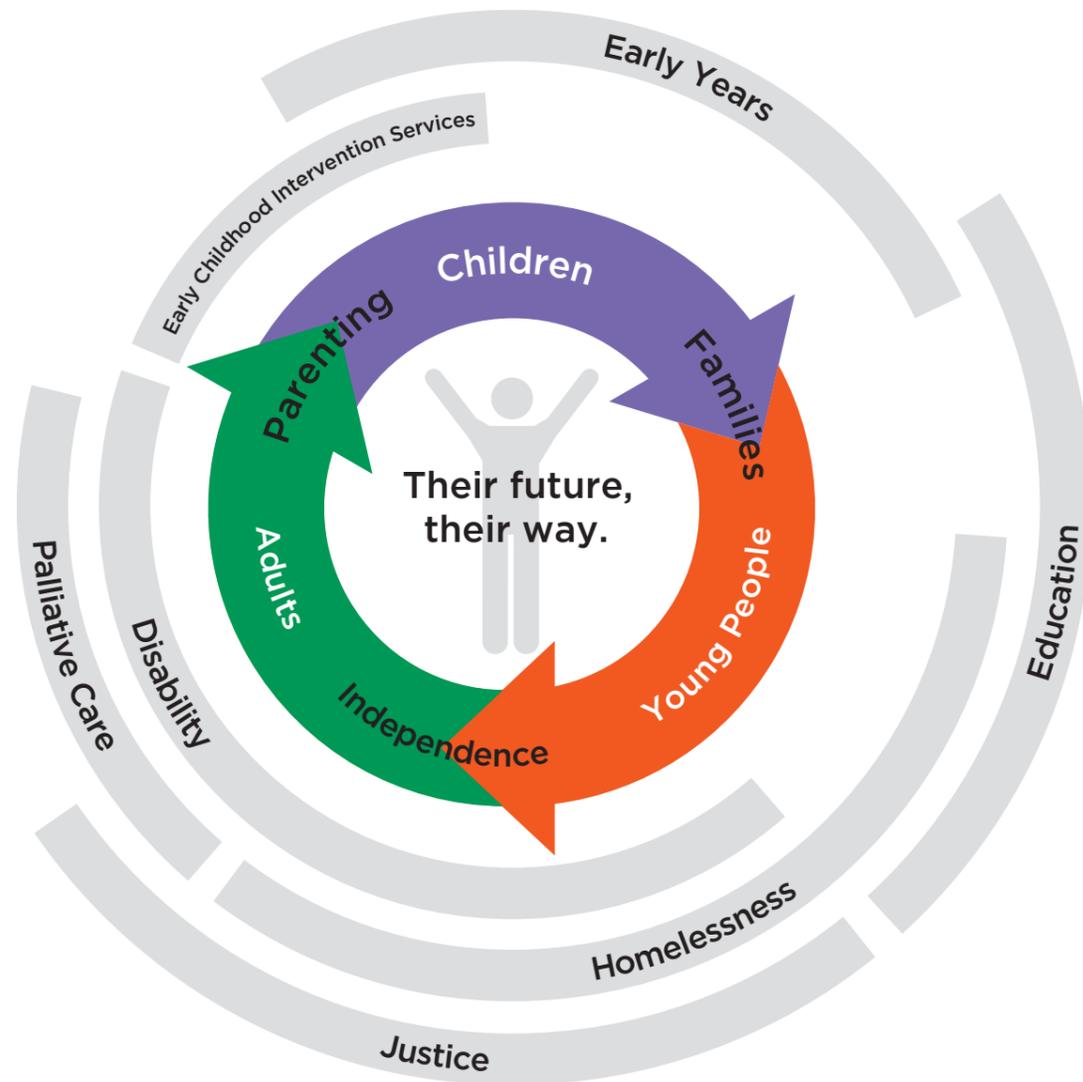
Accountable

- 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



What We Do and Who We Support

- ✓ We work with people at risk of poorer outcomes, and progression to greater and different forms of disadvantage
- ✓ Our suite of services prevent and disrupt cycles of disadvantage throughout people's lives
- ✓ We deliver services throughout metropolitan Melbourne and surrounding regional areas



Early Years

We are a specialist provider in supporting children for the first 1,000 days of their life, which is a particularly vulnerable time for a person's growth.

Justice

We provide specialist services for young people, adults and families engaged in the justice system.

Education

We are a leader in the flexible learning sector, providing education opportunities and wellbeing support to reconnect young people to learning.

Disability & Early Childhood Intervention and Support

We are a provider of choice for people with a disability and their families, that enables people to re-imagine a future of possibilities.

Palliative Care

We are a leading provider of in-home palliative care for people with a life-limiting illness, and their families, to live, die and grieve well.

Homelessness

We are a leading provider of specialist services for young people in the homeless system. We provide specialist services for adults and families engaged in homelessness.

Impact

We are a services innovator and public advocate, raising awareness about the causes of disadvantage and championing areas of reform.

Principles That Underpin Our Work



Our Service Principles

Our best work in fostering positive lives is done when our services are consciously designed to reflect all of the following principles:

Principle	This means...
Client at the centre	<ul style="list-style-type: none"> • Clients' lived experience helps shape service design • We listen and understand deeply the needs of the people with whom we work • We recognise and address multiple, intersecting issues and life conditions • We make it as easy as possible for people to reach us (low barriers to entry) • We provide services people need to be independent
Authentic interactions	<ul style="list-style-type: none"> • We are partners on clients' own journeys: their ideas, their experience, their agency • Feedback is vital: positive and negative • We provide clear, concise and easy-to-understand information
Valued staff	<ul style="list-style-type: none"> • Our staff are central to our best work; they market our services better than anyone else can • We find the right worker for each client • We provide the safest possible work environment for our people
Maximise impact	<ul style="list-style-type: none"> • We maximise services by leveraging as much as possible from a common base • We partner when we can, compete when we must • Evidence-based practice is non-negotiable • High compliance with compliance • We aim for consistency, so service outcomes are not dependent on specific workers
Provable results	<ul style="list-style-type: none"> • Outcomes are measured and used as evidence for continual service modelling • We disrupt disadvantage, especially inter-generational • We amplify clients' experience and voice to contribute to whole-system change



Our Business Principles

A sustainable business is one in which our people can be resourced to work effectively. It is built from services which reflect all of the following principles:

Principle	This means...
Sustainability	<ul style="list-style-type: none"> • We seek recurrent (not ad hoc) funding • We work to bring multiple investors/ funders together • We turn our intellectual property into sources of revenue • We deliver as close as possible to contracted outcomes: not over- or under-deliver • Our fundraising is clearly linked to beneficial value
Profit for Purpose	<ul style="list-style-type: none"> • Portfolios of services must generate reinvestable margins/ surpluses • We understand the cost of delivering a 'unit' of service vs. obtainable price • Services that can not be delivered at surplus are assessed against Purpose and Philosophy and signed off by the Board • We define acceptable losses for new ventures before surpluses are expected
Growth	<ul style="list-style-type: none"> • We aim to grow, but only when there is community need that we can best meet • We grow only when competent to do so • We always cover full costs of increasing scale with payback periods calculated

Our Strategic Goals 2017-2022

We have set several goals to achieve by 2022:



Maximise our impact:

- We will meet increasing demand for our services and maximise our impact – growing to double our size and double our impact.
- Led by community need, we will extend our reach beyond Melbourne into growth corridors, including regional Victoria.
- We will grow our influence to have a bigger voice on social issues, and we will be a preferred choice for government funders, donors and individual consumers alike.



Invest in our future:

- We will continue to build our One MCM culture, bringing together our diverse insights to create solutions for those with complex needs.
- We will invest in our staff to do their best work through the right training, technology and work practices and ensuring the safest possible workplace.
- We will be financially sustainable, and reinvest savings in our growth, people and innovation.
- We will prudently and proactively manage risks.



Lead through innovation:

- We will establish an innovation fund to enable us to create and pilot disruptive models that drive better outcomes for the people we support.
- We will make the most of our existing intellectual property, our practice frameworks, and service models we have already created to increase our impact.



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