



Innovation Through Uncertainty

MCM Annual Report 2019-20

Innovation Through Uncertainty

Living in unprecedented times calls for new ways of thinking. By reimagining our service delivery, we've continued to strengthen the MCM community and achieve our goals together, even when physically apart.

A vital part of ensuring the longevity of our organisation is our ability to embrace change and adapt to new environments in innovative ways. The 2019-2020 financial year was a period of great instability and uncertainty as it saw our state, country and globe face a number of challenges, from natural disasters to an unpredictable enemy - COVID-19.

In 2020, facing increasing cases of the disease, state-wide lockdowns and a struggling economy, our community was shaken and needed our support more than ever. Face-to-face delivery of programs was no longer an option for many of our teams. It was essential for MCM to rapidly innovate, to create new ways of continuing our services to support the people who needed it most.

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.



Contents

The MCM Board	4
The MCM Executive Team	5
Board Chair and CEO Report	6

1 Innovating Through COVID-19

ECIS	8
Palliative Care	9
Community Services	10
Support Coordination	11
Family Services	12
Early Years	14
Supported Independent Living	15
Client Support by Numbers	16
Frontyard During COVID-19	18
The Hester Hornbrook Academy New Ways of Working	20

2 Continuing Our Transformation

IT Roadmap	22
Healing Oriented Framework	23
Outcomes Framework	24
Continuing to Manage our Business Wisely	25

3 Advocating for Those We Work With

Royal Commission into Mental Health	27
Inquiry into Homelessness	28
Celebrating and Promoting Inclusion	29

4 Thank You

Wishlist	30
Big Business Delivering the Goods	31
Our Year in Pictures	32
Partnerships and Donors	34

The MCM Board

Our Board Members

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



Di McDonald
Board Chair



Leonie Boxtel
Deputy Chair; Chair Board Nominations & Remuneration Committee



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



John Jeffreys
Member Board Finance Investment & Audit Committee



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



Marion Hemphill
Member Board Quality Safety & Risk Committee; Member Board Nominations & Remuneration Committee



John Russell
Member Board Quality Safety & Risk Committee



Paul Scroope
Chair of Board Finance Investment & Audit Committee

The MCM Executive Team

Our Executive Team

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



Vicki Sutton
Chief Executive Officer



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



Wayne Merritt
General Manager, Homelessness, Justice & Family Services



Sally Lasslett
Principal, The Hester Hornbrook Academy



Fiona Prestedge
General Manager, People, Quality & Safety



Andrew Sherri
General Manager, Corporate Services



Ray Ngo
General Manager, Strategy and Engagement

Board Chair and CEO Report

The 2019–20 Annual Report will serve as a reminder of a time the organisation navigated a once in a century, global pandemic. COVID-19 impacted us all, and in our 166th year of supporting Victorians we navigated many challenges the pandemic created for our organisation and for those who rely on our services. Despite the uncertainty, we quickly adapted and innovated, kept our communities connected, and continued to deliver essential services at a time when people needed them most.



The global COVID-19 pandemic affected us all. It kept us from our family and friends, it emptied public spaces and it altered the way we worked. In order to continue supporting Victorians, we had to actively respond to a rapidly evolving environment and innovate in our service delivery.

At the onset, we worked quickly to minimise disruptions to client services while complying with Victorian Government directives to create COVIDSafe workplaces. For some, this meant a new virtual way of working. For others continuing to deliver essential face-to-face services, including in our disability residential services, our youth crisis accommodation and at Frontyard, it meant strict hygiene protocols and personal protective equipment, and new restrictions on use of our spaces.

The difficult steps we took in 2019 to address financial losses, such as the closure of the Bridges program, our exit from standalone

kinders, and staff reductions across our back of house support services as well as management roles, gave us greater financial capacity to weather the unpredictable impacts and additional costs during the pandemic.

A new challenge leads to innovative solutions

While the pandemic presented us with unprecedented challenges, our staff continually found ways to overcome barriers to continue to deliver vital services. Our new virtual tele-services, developed in response to COVID-19 restrictions, expanded our horizons and we began reaching parts of the community that were previously not possible due to geography. Our recent investments in IT infrastructure allowed for seamless integration to working from home for many of our staff, and enabled more collaboration across our teams.

While our innovations were borne of necessity, many have led to welcome permanent additions to the way we work, bringing greater flexibility and offering more choice for our clients and our staff.

Bringing more healing to the people we serve

This year we created our Healing Oriented Framework to bring a new standard of trauma-informed, healing oriented care to our communities. The framework will inform the way we work with people experiencing the wide-ranging effects of trauma and disadvantage in their lives. It supports us to recognise these effects, to respond in ways that support healing and not further harm. Our Healing Orientated Framework was developed in consultation with staff from across all our services, who brought great passion and enthusiasm, and is now in the process of being embedded

throughout our programs through online training and a review of all of our practices and processes.

Our Sleep At The 'G' non event

Putting homelessness to bed took a different form this year as mass gathering restrictions led to the cancellation of our much loved MCG sleepout and a significant loss of fundraising income as a result. However, the creativity of our fundraising staff and commitment of our regular supporters ensured this year's event was still marked in individual ways, as suited each participating team. From family sleepovers at home to pyjama parties and home-made MCG stadium lights, the community rallied together in their typical positive and enthusiastic style. On Thursday 21 May, the night the event would have been held, the Melbourne Cricket Ground donned an incredible lighting display in the MCM colours to show their support. We are grateful for the support we received in a difficult year for so many. Our 'non-event' still saw more than 500 people register and \$175,000 raised while importantly continuing to raise awareness of youth homelessness in the broader community. All funds raised go towards our youth homelessness projects and this year the money raised went to building our new West Refuge in Werribee.

Thank you to all of our supporters...

While fundraising has always been crucial, this has been especially true in these tough economic times amid a global pandemic. We are fortunate to have supporters who have been tireless in their efforts and generosity to help MCM. Thanks to their continued support,

we have been able to do more than ever to support those in our community during this pandemic.

Support has poured into MCM in different forms, from philanthropists, donors, and companies providing in-kind donations of everything from masks to furniture. Every contribution has made an incredible difference. To everyone, we say thank you.

...and to our staff

Adapting to frequent change can be incredibly challenging. Our unstoppable staff rose to the challenges, always keeping the client at the centre, and found new ways to do their best work to support every individual to live their life, their way. Thank you to each and every one of you for your continued dedication and passion.

As we write this introduction, Victoria has just endured 15 weeks of some of the world's strictest lockdown measures and has successfully overcome a second wave outbreak of COVID-19. While we will have to operate in a COVIDSafe way until a vaccine is widely available, with optimism we can see that the new COVID normal is closer to the life we have all missed and cherished.

We know that the next year will bring additional challenges for our communities, due to the devastation, economic and otherwise, wrought by COVID-19 in 2020. But we also know we are ready to do all we can to support Victorians and our communities to recover from COVID-19; to advocate for systemic changes; and to keep working toward a world where everyone has a chance to pursue a wonderful, ordinary, positive life, their way.

Di McDonald
Board Chair

Vicki Sutton
Chief Executive Officer

1 Innovating Through COVID-19

ECIS

Due to COVID-19 many of our services began being delivered via telehealth and some lasting new discoveries were made as a result.

Telehealth

Our Early Childhood Intervention Services (ECIS) were one of many MCM programs that were heavily impacted by COVID-19 and social distancing restrictions placed on the state.

While it was certainly a challenge, it gave our ECIS staff the opportunity to collaborate on a new type of service delivery that will now become a part of ongoing services in the future.

Like many workplaces, the solution was a virtual process. Telehealth provided the opportunity for families to remain in touch with their key workers and continue sessions in the comfort of their own homes.

Our new delivery

Our ECIS sessions are often very interactive, so our team had to collaborate and adapt sessions to ensure children remained engaged and staff could pick up on non-verbal cues. Another key challenge was experienced by families who were relying on the limited space of a mobile screen. To remedy this issue, we assisted families to access a portion of their NDIS funding to purchase devices such as iPads or tablets. Along with the devices, families received step-by-step guides on setting up Zoom and guided access.



For some families, the move to the telehealth system was a welcome change as it broke down geographical barriers and allowed families to access services that weren't available at their nearest office.

Group sessions

The breakdown of geographical barriers allowed us to set up a number of online group sessions not possible before, such as a dedicated girls group. While girls often join in group sessions, low numbers at individual offices meant a dedicated group wasn't possible.

This was a great opportunity to deliver sessions that were focused on girls and allow for a different way of interacting.

Another success is our singalongs. Conducted via Zoom, children have the opportunity to select a song to sing and dance to. As well as getting children up on their feet and moving with a fun activity, it assists our workers to reference a skills-

based checklist. Meanwhile, our Brick Builders sessions use LEGO to assist with language development as they describe and answer questions about their creations.

New insights

While virtual sessions meant separation from the families they support, our workers got rare insights into family life. Some children relished the opportunity to become hosts for the day and take workers on virtual tours of their kitchens, bedrooms and even toilets! While some tours ended abruptly with iPads left face down on beds, they were still an enjoyable treat for our staff.

A number of children absolutely thrived in a screen-based environment using a familiar device in a comfortable space. Holding sessions at home virtually also presented the chance to get more family members involved in sessions to practice social skills and engage in activities.

“

The staff are beyond beautiful with my child. I just wished we were able to access them earlier... my child is excelling and able to attend mainstream school. The intervention is invaluable.

”

- Client

Palliative Care

Our Telehealth Pilot Program

In September 2019, MCM's Palliative Care team in partnership with PalCare, a web-based Client Management System, successfully applied for a Department of Health and Human Services innovation grant for the development of a telehealth service response for our palliative care clients. The platform will dramatically improve our service capabilities and allow us to reach clients we typically wouldn't have the resources to support.

The aim of the project is to focus on individuals with chronic illness who require support at regular intervals over a long period of time. Through telehealth delivery, we'll be able to support clients much earlier in their disease trajectory and offer support over a number of years instead of the approximate 3-6 months solely at the end stage.

To achieve this, an extension of our current CMS is being developed. The new PalCare GO module will look to strengthen service integration with MCM

and partnering agencies, such as hospitals, GPs and specialist medical consultants, to provide an improved service response to clients.

Sample testing is due to take place with clients who have been diagnosed with a chronic illness. During the trial, clients will receive an iPad if they don't have one already, which they can use to log on and rate their symptoms out of 10. High ratings will automatically alert staff who can contact clients directly. Clients will also have the option to log diary entries and photos, allowing staff to get a clear indication of how the client is doing and organise visits as needed. With this type of delivery model, MCM will have the capability to support more clients, more often.

The PalCare GO module is currently being developed by PalCare with a trial of the pilot set to take place in August 2020. The PalCare GO telehealth system is due to be fully implemented early in 2022.

COVID-19 impacts

Being diagnosed with a terminal illness can often be an overwhelming experience to process at any stage. Unfortunately, these struggles were made even worse without the physical contact with family, friends and our staff during strict social distancing.

Once restrictions were announced, our Palliative Care team was working from home within a day. As face-to-face could only be conducted when absolutely necessary, clients were assessed on their condition to determine the type of contact that was most appropriate on a case by case basis. Stable clients received regular communication and support via phone and Zoom. Clients with deteriorating conditions or at terminal stages continued to receive face-to-face visits, following all DHHS guidelines.

Considering the uncertain climate and the risk of infection, many of our clients welcomed the opportunity to receive support virtually. Without the need for travel times between each client, our staff were able to provide even more support than expected. Clear communication was possible through phone, SMS and video calls.

When physical visits did take place, there were strict protocols in place to protect both staff and clients, including the use of personal protective equipment (PPE) and COVID-19 screening.



Community Services

MCM offers a range of programs to support people with disability to participate in the community and enjoy a range of hobbies and activities that allow for a fulfilling life.

While the first half of the financial year saw programs continue as normal, social restrictions placed in March called for a launch of virtual support.

Community Support

Community Support is a one-on-one service delivery that is typically face-to-face. This year, we moved to a 50/50 structure that saw 50% of our clients receive virtual support in lieu of physical visits. There were a number of factors that were taken into consideration when arranging the new delivery, including the availability of support workers, the needs of participants and the degree of comfort both parties had for face-to-face interaction.

Participants receiving virtual support still had the opportunity to partake in learning activities. Our familiar cooking classes, which assist clients in learning how to cook for themselves, ran over webchat platforms. During the sessions, support workers

and participants had the same ingredients in their homes and cooked a meal together to enjoy over a virtual conversation.

Our phone check-ins also provided social participation and individualised support for people who are isolated due to restrictions.

Compass

MCM's Compass program is a support group run by and for people with an acquired brain injury (ABI). The Compass clubhouse usually conducts face-to-face sessions for groups of up to 20 participants to learn from and support one another. As well as making positive social connections, the program allows participants to learn skills and gain confidence in managing day-to-day life.

Our virtual service was delivered in 2 ways:

- 1-2-hour one-on-one sessions
- mini group sessions of up to 5 people

Our groups sessions, although smaller than what we are used to, allowed participants to enjoy their favourite activities, such as cooking, band practice and presentations.

Community Friend Program

Our Community Friend Program assists adults with mild to moderate disability to socialise one-on-one with a matched volunteer and during monthly social groups. As a volunteer-lead program, it was heavily impacted once social distancing restrictions took place. As our usual community outings had to take a hiatus, the team adapted by utilising phone check-ins on a fortnightly basis, either from MCM staff or friend volunteers themselves.

Ensuring nobody gets left behind

With the significant decrease in service delivery, it was important to us that we ensure no one was left without support. For people who didn't take part in any of our programs, they received fortnightly wellbeing checks over the phone. During the first month of these calls, we also included clients who had recently left our service, to ensure they were not in-between providers and without support from family and friends.

Takeaways

The positive response from participants and their families to using technology has been truly amazing. Their ability to navigate technology was fantastic - especially when some participants had never used a computer before! Our staff made the process successful and engaging, so much so that a virtual delivery of services may continue in this space beyond COVID-19 as there seems to be an appetite for it.



Support Coordination

Over the past year, our Support Coordination team have seen an upward trend in the amount of referrals received. In fact, we had to increase the size of the team in order to keep up with demand. We credit these extra hours and enquiries to the amazing work our team does and the positive feedback and responses we see as a result.

Changes to service delivery

The second half of the financial year saw our team quickly adapt their services to suit social distancing requirements for protection against COVID-19.

It was a very short transition period with the majority of our staff moving to a working-from-home arrangement and conducting consultations over the phone or via webchat. Whilst most participants welcomed the temporary change, it was important for us to assure each of our clients that consistent contact would stay in place throughout the restriction period.

Both participants and our staff have seen benefits of the new delivery, with participants voicing their approval for a mixture of both face-to-face and virtual delivery once restrictions are lifted.

“
You're isolated but you are not alone; the supports are there.
”
- Cheryl, Program Manager



Supporting staff

While there are many benefits to the new delivery style, the lack of physical interaction with co-workers and the families they support has been a new experience for our staff. While we no longer share an office space, we've maintained contact with each other through daily pop up meetings via webchat platforms. These meetings offer an opportunity to raise questions, share ideas and act as a daily reminder of the great work we're doing by sharing successes and good news stories. To boost morale, some meetings also include 'treasure hunts' where workers have to find items in their home to match the day's theme.

The Support Coordination team have done an amazing job in quickly adapting to a new way of working and thinking creatively to support participants amongst restrictions and closures. The incredible efforts of every member of the team allowed us to offer consistent support to families in an uncertain time.

“
What the Support Coordinators do is beyond amazing every day.
”
- Melanie, Program Manager

Meal deliveries

Through the support and generosity of RACV, we were able to deliver delicious meals to our most vulnerable support coordination participants. Great food keeps us well and happy, and these nutritious meals have been a highlight for many participants. As well as ensuring they had great food

to eat, the deliveries gave Support Coordinators an opportunity to do wellbeing checks for families who may be feeling isolated. While the deliveries were only quick encounters, seeing a friendly face for a brief moment and enjoying good food can make all the difference to a person's day.

Family Services

MCM runs a series of evidence-based programs aimed at supporting families navigating parenthood. This year, our usual face-to-face groups were transformed into virtual support sessions conducted over webchat platforms until social distancing restrictions are eased.



In a snapshot



90%

of users accessed our **VIRTUAL SUPPORT SESSIONS** using mobile devices like tablets and phones.



MORE THAN 55%

would like to **CONTINUE USING VIRTUAL SUPPORT** in future.



We received a 4.5/5 star **SUCCESS RATING** for our new virtual method of support.

Results from responses of more than 100 family participants to a survey sent to our Family Services clients.

Online parenting groups

Our virtual 6-8 week programs saw a good uptake and we saw no difference in attendance when compared to our face-to-face delivery. 12 participants joined in each session, which are designed for parents looking for guidance and resources.

While delivery style may have changed, the content remained very much the same with 3 programs for parents to take part in:

- Tuning into Kids
- Tuning into Teens
- Tuning into Dads

Parent-Child Mother Goose Groups

Our Parent-Child Mother Goose groups are designed to be more interactive as children join in sessions. To deliver this virtually, our staff worked together to adapt the sessions in how they were run and the duration in order to keep them engaging and effective.

Each of the online group sessions were recorded and emailed to families to be replayed at anytime, and posted onto the MCM YouTube channel to be accessible to everyone.

Additional resources

To further support families while physical visits and support were not possible, our staff created a range of individualised support packages of videos and helpful information. These packages included resources on particular challenges families were facing, such as introducing routines, addressing challenging behaviours and improving engagement in learning. Delivering these by email has shown to be quite beneficial as parents can keep this as a resource to refer back to whenever needed.

Engagement

Overall our engagement from families in this new remote version of service delivery has been positive. Some participants, in fact, felt more comfortable speaking and participating in groups and one-on-one sessions virtually. While face-to-face sessions remain important, there is certainly a place for some form of virtual delivery in future.



Virtual learning

Case managers from youth homeless services across the state were invited to informative webinars.

'Thinking Mind, Reptilian Brain' was presented by Gregory Nicolau from the Australian Childhood Trauma Group and aimed to explore the relationships between workers and clients to better improve outcomes.

A 2-day mediation training session was also delivered to 20 participants and was run by Scott Dutton. Workers attending the session will be supported to use mediation techniques they learned to inform their day-to-day practices with young people and their families.

Our new pilot program

Beyond the virtual delivery of services, our Family Services team is piloting a new method of support delivery as part of a brand new initiative. Our Homelessness and Justice (H & J) Integrated Parenting Support program places a family support worker within the H & J program areas. This addition enables a holistic response to families in these areas who are seeking family support.

We look forward to following the pilot closely and sharing key learnings.

Family Reconciliation and Mediation Program

Family Reconciliation and Mediation Program (FRMP) is a state-wide program that supports young people aged 16 to 25 who are at risk of or currently experiencing homelessness to improve relationships with family and significant others. Through the program, young people are provided a range of supports such as family mediation, counselling and respite.

Our FRMP team has continued their work in the youth homelessness sector during social restrictions and are supporting professionals on the FRMP register to deliver telehealth sessions to support young people.

MCM called on to support public housing towers in lockdown

Due to high case numbers of COVID-19, nine public housing towers in Melbourne's inner

north were placed under hard lockdown. Under these temporary restrictions, approximately 3,000 residents were confined to their homes and not permitted to leave for any reason. To ensure residents had access to support and supplies, the Victorian Government enlisted the assistance of trusted support organisations. MCM was invited to provide ground support for the two towers located in Canning Street and Alfred Street.

Staff from MCM and The Hester Hornbrook Academy quickly rallied together to coordinate a response team, which operated out of a hub established at our Thornbury office. With residents in the towers among some of the most vulnerable in the community, it was essential to ensure the health and wellbeing of every individual. During the hard lockdown, our staff assisted residents of the towers and their families with access to essential food, supplies, and linkages with health, and onsite support services.

Our corporate partners were also eager to lend their support and supplied donations for our team to deliver, including activity and puzzle packs for the children.

Early Years



During the 2019-20 financial year, there were many changes to the childcare industry that dramatically impacted how MCM's Early Years hubs operated, and the biggest changes came as a result of the COVID-19 pandemic. For many families, including those working on the front line or in essential jobs during lockdown, sending their children to our centres was a vital part of their lives. In order to safely remain open for these families, a number of new measures had to be adopted in each of our centres.

Concierge service

Before the pandemic, children were brought into classrooms by carers and guardians at the start of their day. To reduce contact and build a sanitary space, a concierge service was introduced, where families dropped children

off at the door rather than escorting them to classrooms. The response was incredibly positive with many children handling morning drop offs better than before! This one-on-one service also gave us the chance to chat to parents more regularly.

In the classroom

Caring for babies and toddlers at the centres often made it impossible to maintain social distancing protocols, however extra hygienic measures were adopted to ensure the safety of our families. We introduced mandatory glove use by staff, and for children, even greater emphasis was placed on handwashing, which allowed us to build best practice as early as possible.

While the extra measures were a challenge, staff quickly adapted

to the changing environment, meaning we could continue to provide quality services for children and their families. Thank you to all MCM staff for their amazing efforts.

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Supported Independent Living



Supported Independent Living

MCM's 24-hour Supported Independent Living (SIL) service assists people with disability to live as independently as possible. Offered in a number of local government areas, it provides in-house support to people living in their own home or in a share house with other people with disability. The service provides assistance or supervision of daily tasks and supports individuals to build skills and engage in the community through day programs and supported employment with other organisations.

Changes to services

COVID-19 dramatically impacted how we live our lives and this was no different for residents using our SIL services. Both day programs and supported employment had to stop for extended periods and visits from family and friends were heavily restricted and reduced. Without

these programs during the week, our staff increased support by over 20,000 hours.

Keeping engaged during lockdown

With more time spent indoors during lockdown it was important to think of creative ways to remain engaged and connect with others. Virtual solutions offered great opportunities as residents learned to use Zoom to connect with family and friends and even take part in music jams! Zoom also allowed us to provide a range of therapies online, including art sessions, speech and occupational therapy and appointments with an exercise physiologist.

In the homes, we assisted residents to increase cleaning to ensure all houses were clean and infection free. We also took steps to ensure clients could keep active and entertained. Residents took part in a number of at home activities including yoga, exercise, garden

creation and beauty salons. There were also a number of purchases, from 3 baby chickens who are now laying eggs, to Uber Eats and entertainment items such as smart TVs, streaming services and game consoles.

While it was a stark difference to what they're used to, our clients handled the changes extremely well and our staff has been phenomenal in offering more services, more often. While we'll certainly keep up with activities created during lockdown, we're excited to get back to engaging with the community and resuming day activities when it is safe to do so.

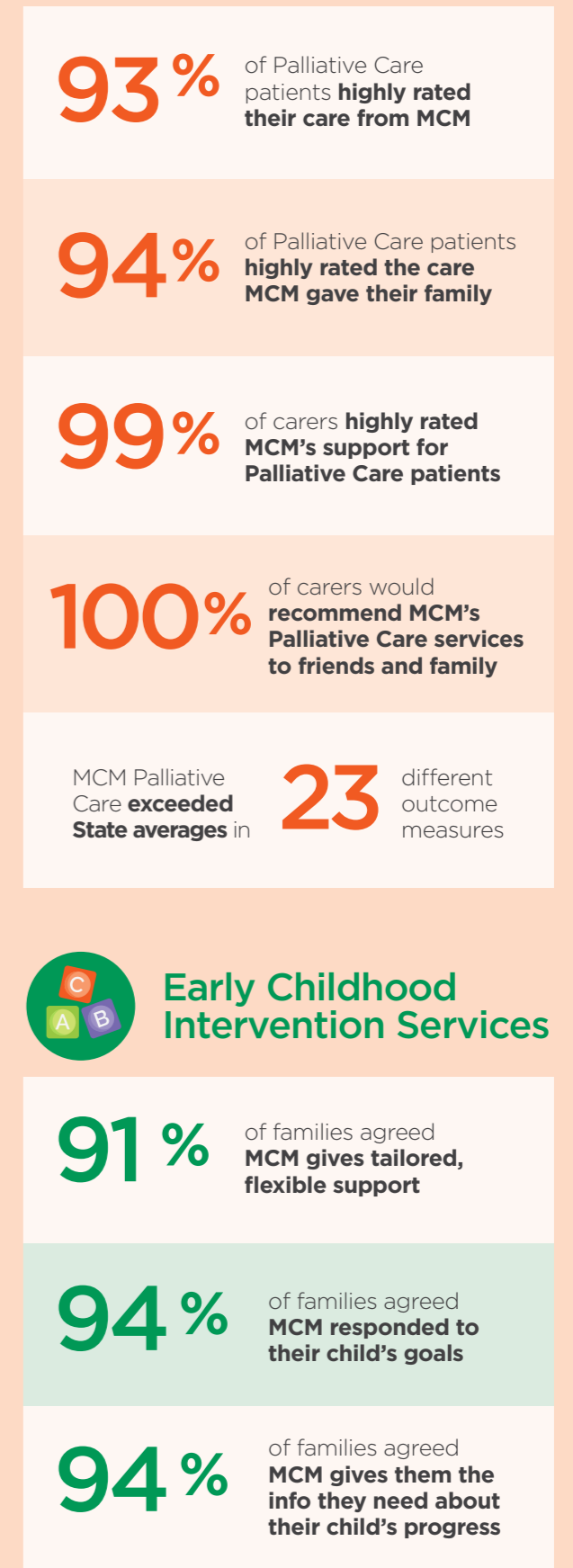
Client Support by Numbers



Support Periods



Palliative Care



Frontyard During COVID-19

For Frontyard, the only MCM service that remained open to client visits throughout the restricted period, the impacts of COVID-19 were unique. We never anticipated that our first year of the new service would be impacted by a pandemic that would again significantly alter the way we had to operate. So our team had to quickly adapt to the changing environment to provide support for our most vulnerable.



Young people experiencing homelessness were more at risk than ever before, with an inability to self-isolate and social distance, without a home to do so. To protect young people as well as our Frontyard staff, we had to make a number of alterations to our service delivery.

Extended Stays

Frontyard's crisis accommodation only allows for short-term stays in the 18 beds available. To reduce the possibility of infection, we limited the amount of foot traffic by extending permitted stay durations.

Outside of Frontyard accommodation, we also provided supports for young people experiencing extended stays in hotels. Food packs were delivered regularly for young people to make their own meals. Where no cooking facilities were available in hotel rooms, Frontyard teamed with the City of Melbourne to make hot food deliveries.

Introduction of a Curfew

To reduce the risk to young people staying at Frontyard, a curfew was put in place. While this was certainly a challenge for many, it was a necessary step for protection

of both visitors and staff. To help regulate emotions, keep young people engaged and support mental health, we held a number of activities throughout their stay, including workouts, sensory activities, cooking and arts therapy.

Social isolation and lack of contact are issues many young people regularly face and these issues were only heightened by the COVID-19 restrictions. However, the activities combined with the extended stay, actually helped to create a community feel across our 2 floors of accommodation, which was great to see.

Phone Services

Some of our assessments, intake and supports were delivered by phone to reduce the amount of travel and therefore potential exposure for young people. The phone delivery method reduced the amount of time spent in high traffic areas in the city, on public transport and within the Frontyard building.

Face-to-Face Visits

When face-to-face visits were essential, appointments were made to ensure only one visitor

in the building at one time. Hand hygiene and social distancing practices were rigorously followed and at the conclusion of each visit, surfaces were thoroughly cleaned.

“ I’m also personally appreciative as my sister’s step son went through a really rough patch last year and I recommended Frontyard. They helped guide him in the right direction. Now he has a job, he is renting a room and feels very empowered. He’s also very resilient. We are so proud of him. Your organisation changes lives. We were always there for him but sometimes it takes those not emotionally involved to be the lightbulb. Forever grateful. ”

- Anonymous



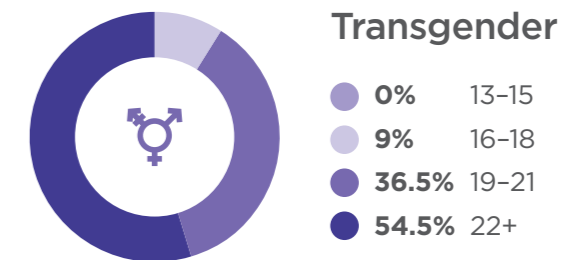
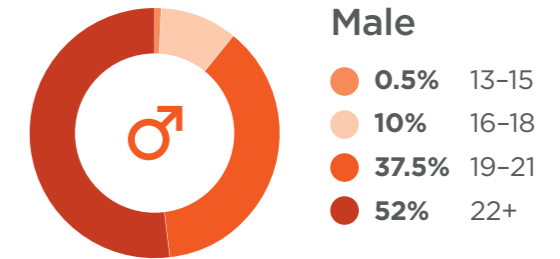
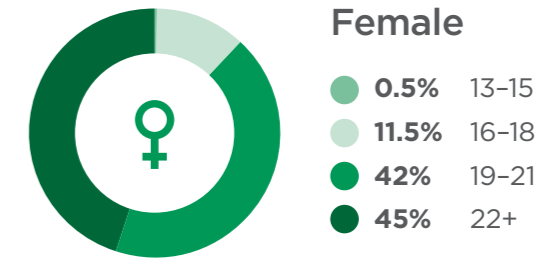
What's Next?

While face-to-face interaction will always play a crucial role at Frontyard, there is certainly the potential to retain some of the delivery systems put in place over the lockdown period.

Limiting the number of people in our building and creating appointment times may remain, and there is potential to use phone meetings in some cases to avoid unnecessary extended travel for clients.

These key learnings, as well as other takeaways from our first year of operation, will help us to create even stronger supports for our young people.

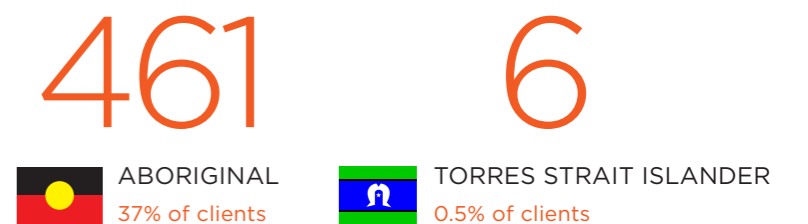
Frontyard client demographics



Country of Birth

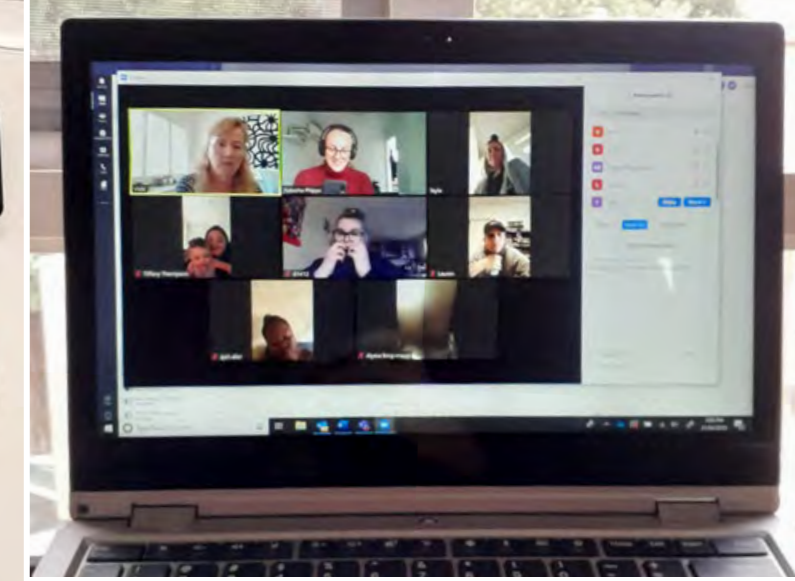
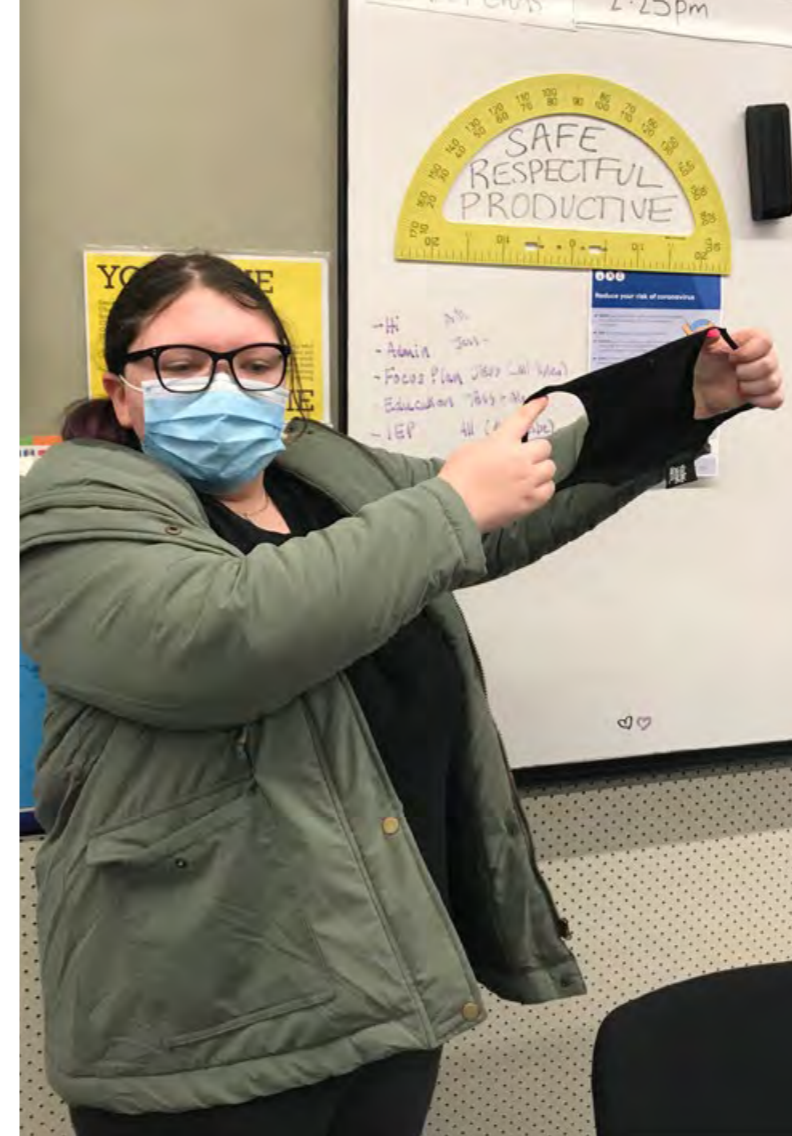
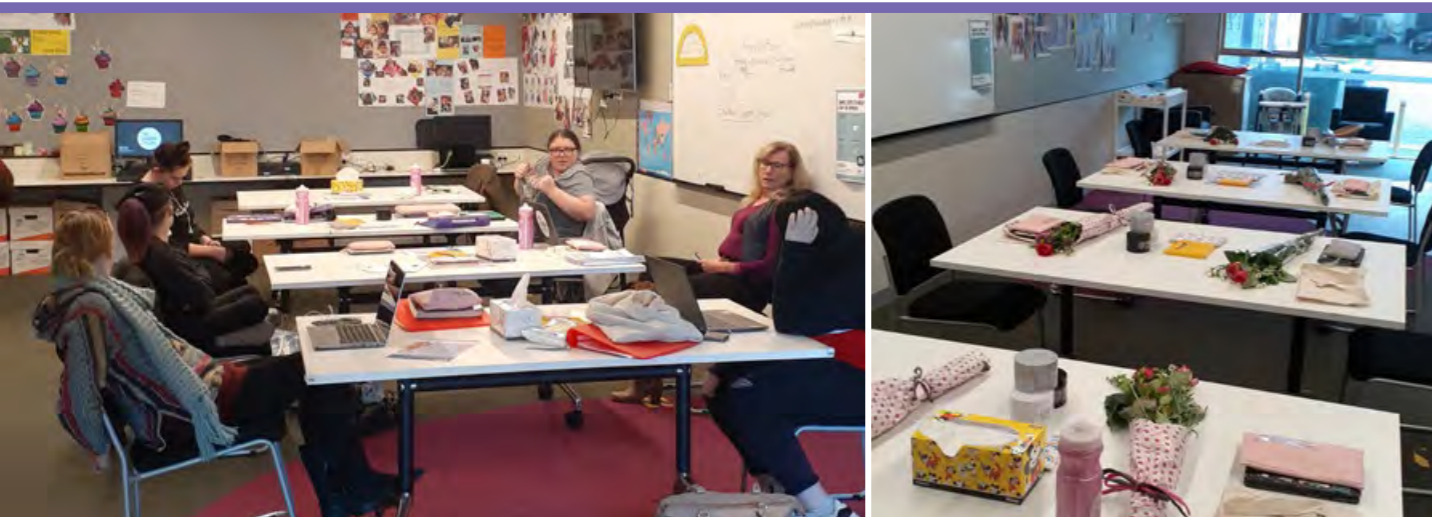


Indigenous Status



The Hester Hornbrook Academy – New Ways Of Working

In order to reduce the spread and follow state guidelines, The Hester Hornbrook Academy adopted a remote learning process.



Each of our 225 students moved to the online learning model, requiring our staff to work cohesively and collaboratively to develop an approach that would best support young people.

To ensure each of our students had the means to adopt online learning, laptops were repurposed and distributed. Zoom and Microsoft Teams were main avenues for communication and ensured ongoing contact away from the classroom.

While both students and staff were anxious about how this new model of education delivery would work, we are happy with the results. The virtual delivery helped us to engage students who had not engaged previously, and provided a new avenue to improve the learning and wellbeing outcomes of students. With these benefits in mind, we

are considering retaining 1 day of remote learning per week once classes can resume as normal.

Flexible and remote learning has highlighted the resilience and confidence of some of our staff with developing and delivering curriculum through our online platforms. The Hester Hornbrook Academy team has been amazing in its commitment and dedication to the educational outcomes and wellbeing of students over this past year.

Focus sessions have proved to be a vital point of contact and motivation for students. They have provided a space for students to ask questions about their learning tasks and assisted students to understand their VCAL progress and their skills level in literacy and numeracy. The focus sessions have at times acted as a full 1:1 scaffolded learning opportunity for students.

The educators have been phenomenal in working as a team to a strict timeline, to upload their learning content to be printed into work booklets. The printing of these booklets has been a gigantic task for the administration staff, who understand the importance of enabling students to work from both computers and a workbook in order to keep the learning experience motivating and achievable.



2 Continuing Our Transformation

MCM has been continuing to progress our transformation program to support our people to do their best work and to place clients at the centre of what we do. This consists of an IT Roadmap, our Healing Oriented Framework, a roadmap to sustainability and the development of an outcomes framework.

IT Roadmap

Our recent technology investments enabled a quick shift to virtual work environments.

Restrictions in place due to COVID-19 placed a greater reliance on technology than we'd ever seen before. Fortunately, our transition to working from home was relatively smooth thanks to technology solutions already in place to support a flexible working environment.

The incorporation of cloud-based systems and the roll out of Skype for Business last year allowed for easy remote working with web browsers that could be accessed remotely. Our technology team have done an amazing job in supporting our staff during this transition period and assisting promptly with a multitude of challenges as they arose.

Our IT Roadmap

Last year, we commenced our IT Roadmap, which was put in place to support a client-centred operating model, to improve measurement and reporting, and to provide better staff connection. We're currently on track with the rollout, with our new human resource management software MyHR going live in July and further changes due to go live later in the year.



BETWEEN
30-40

STAFF WORKED REMOTELY
from home BEFORE COVID-19.

400+

STAFF WORKED REMOTELY
from home AFTER COVID-19.

Healing Oriented Framework

To support people to lead positive lives, MCM identifies barriers preventing opportunities and equity for individuals in the community. For many of our clients, one of those barriers is a history of trauma.

Trauma can happen at any stage, with adverse effects that can extend to all areas of a person's life. It can break down relationships, impact an individual's sense of safety and trust, and prevent them from leading a healthy lifestyle.

As an organisation that supports disadvantaged individuals, it's important for us to adopt a holistic approach to our services that takes trauma and its impacts into consideration. We believe that people are more than their experiences of trauma and traumatic stress. To provide effective healing, we need to facilitate safe and collaborative relationships that stem from a true understanding of the people we work with.

An important tool in achieving these relationships is a framework we have developed. The Healing Oriented Framework outlines how we recognise and respond to the experiences and impacts of trauma and traumatic stress on our clients' lives.

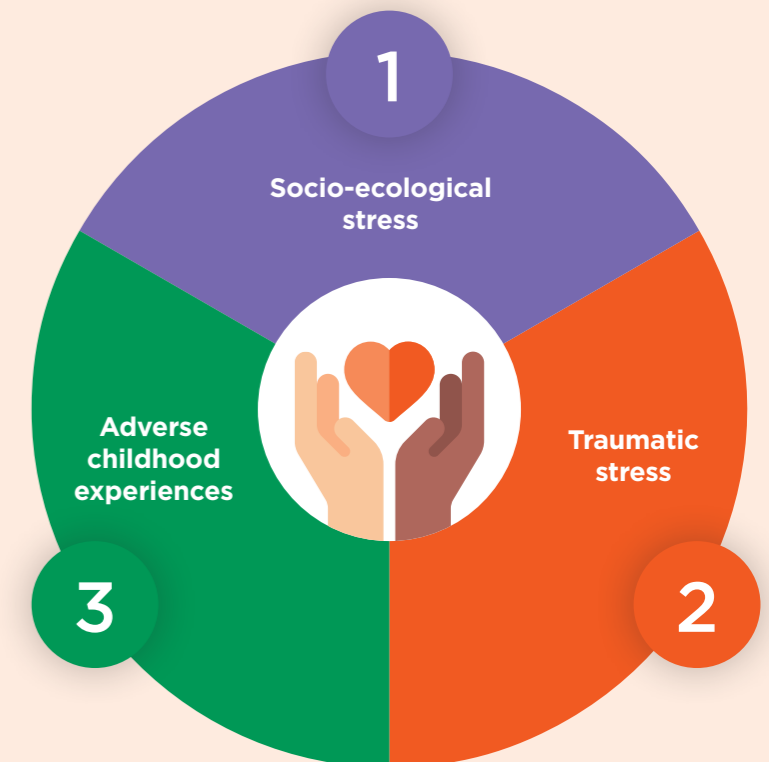
By recognising the types and prevalence of trauma, we take the necessary steps to make real societal changes.

The Healing Oriented Framework is essential as it doesn't focus on specific behaviours but, rather, the context behind these behaviours. By developing an understanding of the individual, our staff are better equipped to communicate and facilitate healing effectively,

through fostering meaningful and trusting relationships.

The Healing Oriented Framework is due to launch in August 2020 and will require all MCM staff and contractors to undergo training within one of four levels. It is our goal that by implementing this framework we can reduce the risk of re-traumatisation of people who access our services and our staff.

Our understanding of trauma focusses on three areas:



Outcomes Framework

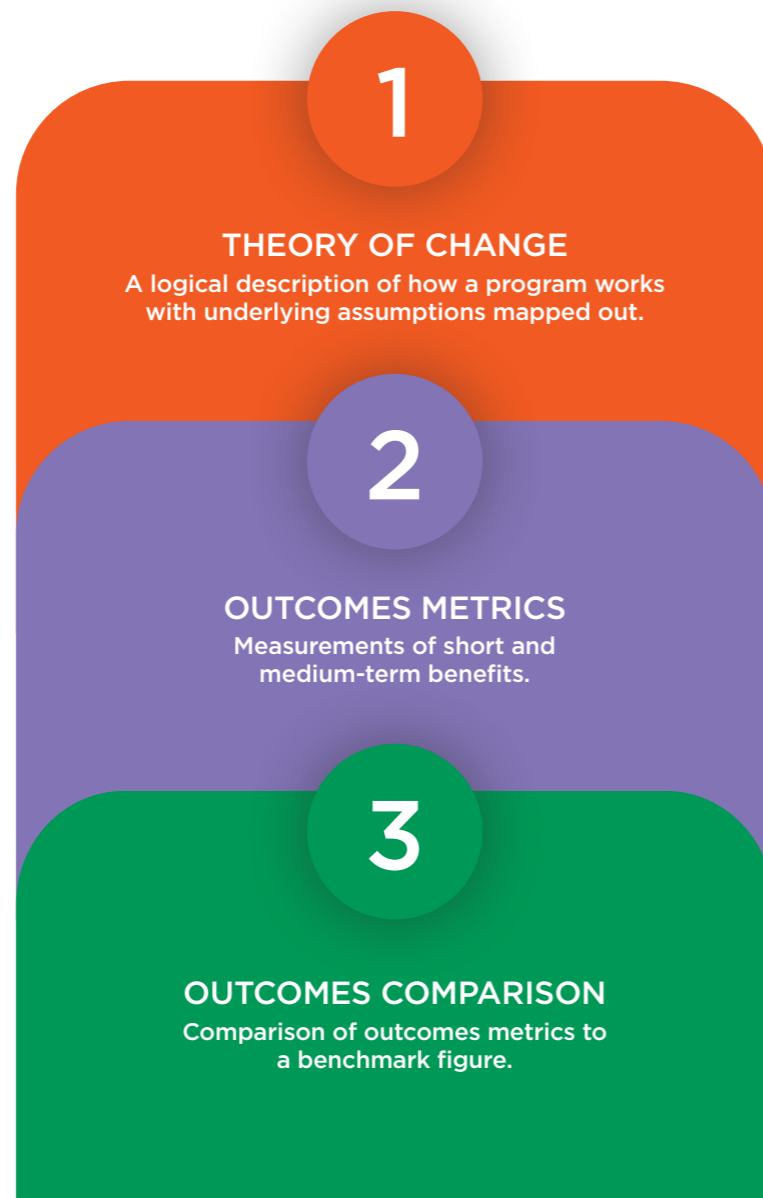
For the past 166 years, we've worked with vulnerable communities throughout Victoria to ensure all people have equal access to opportunities.

To continue being leaders in disrupting disadvantage, it's important for us to take an evidence-based approach to how we operate. Over the last 12 months, we have been increasing our focus on developing an Outcomes Framework that will underpin how we operate, the services we offer and the results we achieve. Building structure around how we both collect and analyse data, the framework will improve decision-making across all levels of the organisation to maximise outcomes. It will offer long-term solutions, helping us better understand the impact we are making for the people we support and the efficacy of our programs.

Seeing the results of our hard work is an incredible driver to further improve what we're doing for our clients. This framework will empower staff as the outcomes of their efforts are demonstrated with increased transparency.

We're incredibly excited about this investment as we continue to refine the way we do things and ensure the longevity of the organisation. The rollout of the Outcomes Framework has already begun, with a number of teams currently entering our data collection phase, including The Hester Hornbrook Academy, Frontyard, Palliative Care and Cradle to Kinder. Our aim is to roll the framework out across the entire organisation to drive performance and continue our efforts to support people to live positive lives, their way.

Our Outcomes Framework has 3 components:



Continuing to Manage our Business Wisely

Last year we made some difficult decisions to safeguard MCM's financial sustainability. This year saw the conclusion of these decisions, with changes to our kindergartens and our shared service areas.

Kindergartens

After many years operating kindergartens on behalf of local councils, in 2019 MCM took the difficult decision to transition out of our two standalone kindergartens in Laurimar and Braybrook, recognising that we did not have the scale to invest in the ongoing quality of delivery for this service. At the end of Term 4 2019, MCM worked with the local councils to transition these kindergartens to other providers for the 2020 year. MCM worked closely with councils and families in the lead-up to minimise disruption to families.

We wish to thank the dedicated staff who had delivered the service, and the many families who were involved with MCM's kindergartens over the years. We also thank the councils of Maribyrnong and Whittlesea for their support of a smooth transition for families and staff.

Shared services

Our shared service areas also underwent changes to align with MCM's affordability and strategic priorities. These changes impacted all areas of our shared service teams. Through these changes, we farewelled some talented and respected colleagues, many of whom have become and remain good friends. We thank them for their contributions to MCM.



We wish to thank the dedicated staff who had delivered the service, and the many families who were involved with MCM's kindergartens over the years.

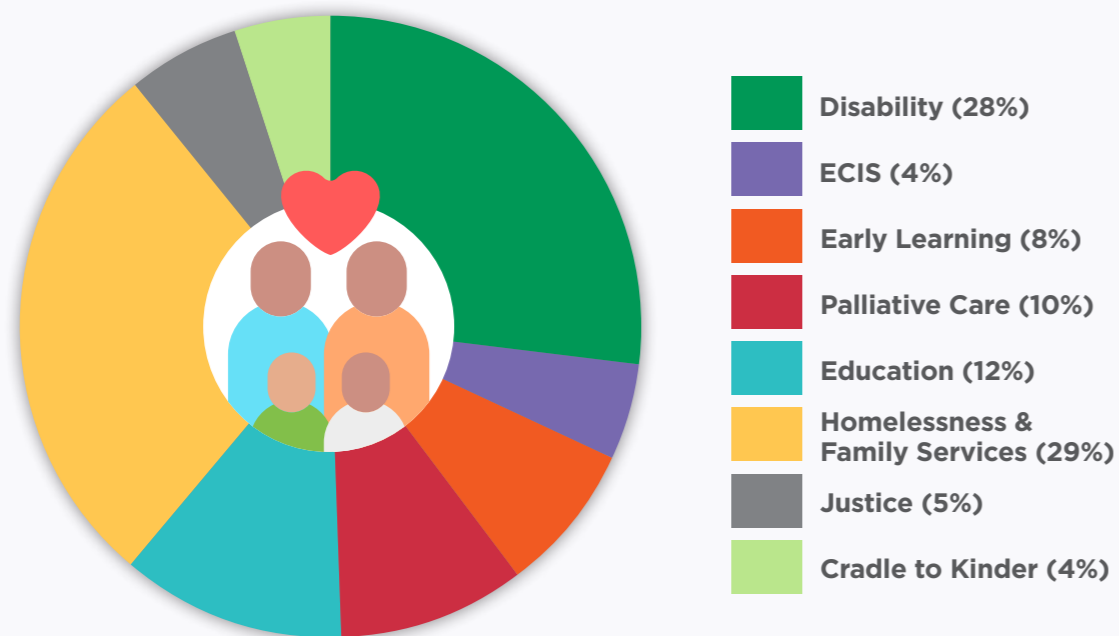


MCM Snapshot

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



Operating Revenue by Service



3 Advocating for Those We Work With

Royal Commission into Mental Health

Between 18 April and 5 July, submissions were welcomed for the Royal Commission into Victoria's Mental Health System.

This was the first of its kind here in Australia, and presented an opportunity to highlight lived experiences to identify necessary system-wide changes that would improve outcomes.

With mental health impacting many of the people we support and underpinning much of the work that we do, it was crucial for MCM to put forth our experiences and suggestions for change, as well as amplify the voices of the people we support.

MCM provides more than 80 programs that span many service systems, including homelessness, disability, palliative care, education and justice. Across each of these sectors, mental illness is an ongoing concern and barriers to effective care and support can have far reaching ramifications. We strongly believe a new plan of action is needed to build inclusive communities that address the needs of individuals.

Our research

Our submission was informed by research MCM conducted through a series of client interviews, staff consultations, case studies and a survey. Through our research, it was clear that mental illness often intersected with experiences of homelessness, disability, discrimination, poverty and drug and alcohol abuse. Many of the clients who shared experiences

had complex mental health needs and had experienced inequitable barriers in accessing support.

64%

OF CLIENTS WHO USED MCM HOMELESSNESS SERVICES

had a mental health issue or concern identified by a worker

67%

OF THE YOUNG PREGNANT WOMEN AND YOUNG MOTHERS IN THE CRADLE TO KINDER PROGRAM

had a prior or current mental health concern identified by a worker. Mental health concerns were the most cited issue in this program which provides intensive support to the most vulnerable young pregnant and parenting mothers in Victoria.

65%

OF STUDENTS ENROLLED AT THE HESTER HORN BROOK ACADEMY

were determined to require substantial and extensive

adjustments to address 'social/emotional disability' and enable their access and participation in education.

Our findings

Our research and work in the mental health space through programs such as Frontyard have highlighted gross failures in mental health support and care – particularly for young people with overlapping and complex needs. Our submission aimed to amplify these voices and identify key barriers that are preventing effective support.

It is clear that this inaccessibility to mental health support and the lack of integrated systems across other sectors such as homelessness and education are having a massive impact. It is essential that reforms allow for a fully-integrated system that not only provides a holistic approach but addresses the complex needs of marginalised young people – many of whom are falling through the cracks in the current system.

A copy of MCM's submission can be found on our website. The final report from the Royal Commission is due in early 2021.

If you or someone you know is in crisis or needs support, call Lifeline on 13 11 14 or Beyond Blue on 1300 224 636.

Inquiry into Homelessness

MCM participated in the Inquiry into Homelessness, advocating for an expansion of early intervention, better coordination of support services, and better outcomes for young people.

In August 2019, the Legal and Social Issues Committee of the Victorian Parliament Legislative Council announced an inquiry into homelessness.

The inquiry will look to assess and report on the state of homelessness across Victoria and identify ways the government can provide better support. To aid in the research, a call for submissions was made for individuals and organisations wanting to contribute.

MCM welcomed the opportunity to contribute to this inquiry and create a submission inspired by the interactions we have while offering our homelessness services. Our submission placed a focus on young people aged 15 to 24 as it is our strong belief that there are distinct challenges this age group faces when compared to adults entering the homelessness system.

Our key findings

Young people identified a range of pathways into homelessness

While the breakdown of family relationships was common, the factors leading to that breakdown were diverse among young people.

- Family violence
- Mental health
- Behavioural issues
- Substance abuse
- Conflict with family over sexual preferences or gender identity

Young people reported being 'trapped' in the homelessness system



Throughout our time gathering information there was a strong sense of frustration from young people toward the homelessness system. Many had stayed in more than one refuge, with some spending years between refuges. The lack of continuity when it came to supports meant that for many it was difficult to exit homelessness completely. The result was extended periods spent in care options that are designed for short-term support.

There are persistent barriers for young people trying to exit homelessness.

One of the biggest barriers preventing young people from exiting the homelessness system is the lack of safe, appropriate and affordable housing. Low income levels, whether through Centrelink or entry level jobs, intensify struggles to afford essentials or pay rent. Without this stable residence, many young people cannot access necessary supports, including

Centrelink, healthcare, mental health services and disability support.

A way forward

Homelessness is a multi-faceted issue and is one that calls for a series of changes in order to make long-lasting positive outcomes.

Our proposal calls for the Victorian Government to invest in a dedicated youth homelessness response that will expand early intervention capabilities and provide better coordination with other supports such as healthcare, disability services and drug and alcohol support.

MCM CEO, Vicki Sutton presented our submission to the Victorian Parliamentary Inquiry into Homelessness in July, with the final report expected in late 2020.

The full copy of MCM's submission can be found on our website.

Celebrating and Promoting Inclusion

IDAHOBIT

International Day Against Homophobia, Biphobia, Interphobia and Transphobia (IDAHOBIT) took place virtually on Monday 18 May to celebrate LGBTIQ+ people globally and raise awareness for the efforts that are still needed.

This was the first year that MCM held an organisation-wide event, and the webinar format offered the opportunity to reach more people without the limitation of location.

The event took form as a Q+A, hosted by CEO Vicki Sutton, with MCM's Zoe McCracken and Marita Hagel joining special guest Nevo Zisin, a queer, non-binary writer, activist and public

speaker. Nevo gave many insightful considerations delving into topics such as queer representation, role models and steps that organisations can take to show support in a meaningful way. More than 140 staff either attended the event or accessed the recording afterwards.

IDAHOBIT is just one of the many ways MCM's LGBTIQ+ Steering Committee is working to raise awareness and make the organisation visibly inclusive. As well as organising events and volunteers, the committee uses surveys to gauge staff awareness and would love the opportunity to gain more resources and data in their efforts toward becoming a more inclusive and compassionate community.



Reconciliation Week

National Reconciliation Week (27 May - 3 June) was also celebrated virtually this year as we joined together online on Thursday 28 May to connect to the essence of reconciliation. This year's theme was 'In This Together' and began with an incredibly moving and spiritual Smoking Ceremony and Welcome to Country by Elder and Traditional Owner, Aunty Dianne Kerr. The celebrations continued with First Nation singer-songwriter Maylene Slater-Burns performing a number of songs, including 'Brighter Than the Sun' written especially for MCM.

Every one of us has a role to play in reconciliation and MCM was thrilled to be able to continue the event and potentially reach more individuals through a virtual celebration. A recording of the live event has been made available on our YouTube channel and a copy of our Reconciliation Action Plan is available on our website.



4 Thank You

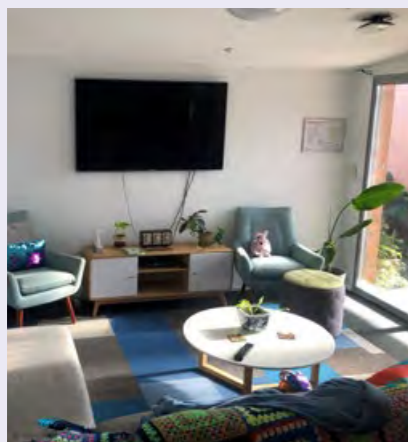
Wishlist

Our youth refuges received an abundance of support this year with donations helping us successfully complete some impressive makeovers.

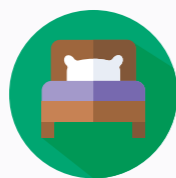
Each of our 4 youth refuges created their own wishlists detailing products they would need to refurbish and refresh bedrooms and living areas. They managed to get every item!

To everyone who supported us in our endeavours and helped turn our refuges into comfortable, functional places once again – thank you!

“
It truly was an end of financial year miracle!
”
– Molly, Stopover



Some of our highlights:



Vicky's Place

Over at Vicky's Place, our youth refuge for women, we were able to completely refresh the bedrooms with a wide range of lovely bedroom items.



Iramoo

At Iramoo, we replaced the washing machine and dryer, and the old ones will be gifted to another refuge once the new location in Werribee is complete.



Stopover

At Stopover, we did our bit to prevent landfill by resurfacing the dining and outdoor tables. This allowed us to reuse good furniture while providing a new space for young people. We also fitted the kitchen with a brand new induction stovetop.

Big Business Delivering the Goods

MCM is among many not-for-profits benefiting from the generosity of big businesses who are giving food and other essential items at a time when demand on community service organisations is at an all-time high.

MCM has been one of the recipients of the RACV's emergency goods assist service. Meals prepared and packaged at the RACV City Club kitchen have been delivered to MCM refuges by RACV employees.

The Parliament House kitchen has also been providing meals for vulnerable members of the community – over 175,000 meals have been donated to organisations experiencing higher demand during the COVID-19 health crisis, including MCM.

We also received an incredible donation of 166,000 facemasks from one of the world's largest fashion retailers, Uniqlo. It was so generous that MCM was able to share and distribute masks to 27 other not-for-profit organisations, supporting the wider sector in helping to keep us all safe.

“
While it is crucial that healthcare workers have access to masks in their efforts to overcome COVID-19, we also believe it is important to provide masks to state disaster respondents and community volunteers from these not-for-profit organisations, who are helping those left most vulnerable during this crisis.
”

– Uniqlo spokesperson



Many more large organisations have made amazing contributions to MCM this financial year. We would also like to make particular mention of:

Significant financial donations from **Tetra Laval, Newcrest Mining, RACV, Bunnings, RCR, Officeworks, RCR International** and **K2LD**.

Rosbert International – a van full of brand new, warm winter clothing.

IKEA – 500 pillows plus furniture, bedding and linen to our youth refuges.

NAB – created innovative, low-cost loans to enable the construction of The Hester Hornbrook Academy West Campus.

IAG, ANZ, IDP Education, PwC – matched donations and workplace giving.

ANZ – 60 laptops and 50 mobile phones to assist young people experiencing homelessness through isolation.

Our Year in Pictures



Partnerships and Donors

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

MORE THAN
5,200
DONORS

Key Partners

City of Melbourne
Dr John Singleton Trust
Estate of the Late Trevor Norman Bradley
Gandel Philanthropy
Helen Macpherson Smith Trust
Joe White Bequest
John Wilson Anderson Estate
Lord Mayors Charitable Foundation
Michael and Kylie Heine
NAB
Paul Ramsay Foundation
R E Ross Trust
The John and Margaret Schneider Charitable Trust
The Shine On Foundation
Victorian State Government

Community Partners

Ballan Lioness Club
Bayside Church
Challenge
Church Street Medical Centre
Geelong High School
Haileybury City
Loreto Sisters
Mission Enterprises Blackburn Ltd
Nossal High School
Rotary Club of Albert Park
Rotary Club of Sandringham
The Scots' Church Outreach Committee

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Andrew & Geraldine Buxton Foundation
Annie Rose & Andrew Lazer Foundation
Australian Communities Foundation
Bell Charitable Fund
Capricorn Foundation Fund
Chalmers Family Foundation
Collier Charitable Fund
Douglas and Phillip Young Charitable Trust
Edwards Foundation
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Foundation of Graduates in Early Childhood Studies
Gaudry Foundation
Horton Grace Charitable Fund
IMC Foundation
J & M Nolan Family Trust
Jenkins Foundation
Loftus Hill Fund
Northcote Trust Fund
PwC Services Trust
RACV Community Foundation
RobMeree Foundation
The Benek & Bebka Kaufman Charity Trust
The Harry Dicker Fund
The McCorry Foundation
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The Queen's Fund
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The Stuart Leslie Foundation
The William Angliss (Victoria) Charitable Fund
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RCR International Pty Ltd
Rosbert International Pty Ltd
Sneaker Laundry
Sonic Human Resourcing P/L
S P Laundry
Tetra Laval
Uniqlo
Vival Australia

Estates

Estate of the Late Alfred Noel Curphey
Mary Elizabeth Lloyd Estate
Estate of Reginald Trevor Morley
Harold & Ariel Payne Estate
The Estate of the Late WE Thompson

Significant Gifts

HHA Board
MCM Board
Anne Abeyasinghe
William Adams
Rosemary Aitken
Charlie Amalfi
Malcolm Anto
Marcia Bacon
Keith Badger
Geoffrey Baker
Don Baker
Kris Bastiani
Eleanor Bastow
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