



2023/24

Annual Report

Empowering
what's possible



Acknowledgement of Country

MCM acknowledges the Traditional Owners of the waterways and the lands where we work and pay our respects to elders past and present. MCM also acknowledges the ongoing leadership role of First Nations Communities in creating services and supports to ensure that all First Nations Children are raised in safe, healthy, and culturally rich families and communities, and have every opportunity for a bright future.



Respect of diversity

We commit to ensuring everyone we work with is safe, empowered, supported and respected, especially children and young people. We support and celebrate diversity of race, culture, ability, gender, sexuality and gender identity.

About MCM

Established in 1854, MCM is a leading non-profit community service organisation in Victoria that uplifts and empowers the most vulnerable and disadvantaged members of the community through a broad range of support in: homelessness, disability, mental health, early childhood and secondary level education, child and family services, and palliative care services.

MCM is comprised of MCM Services, Hester Hornbrook Academy, and MCM Housing all working together to disrupt disadvantage and create positive change for Victoria's most vulnerable.

What we do

We do this by addressing the needs of the whole person through a holistic, healing-oriented approach to drive lasting systematic change in their lives. Our services, presence, and advocacy efforts across Victoria continue to expand, as we continue to explore ways to dismantle barriers, address gaps, promote social justice, and foster equal opportunities for all.



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Our Impact: With nowhere to turn, Brooke met Lauren, a caseworker who became her anchor in a storm of uncertainty. Read more of Brooke's story on page 15.

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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 prevents and disrupts 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.

Empowering what's possible

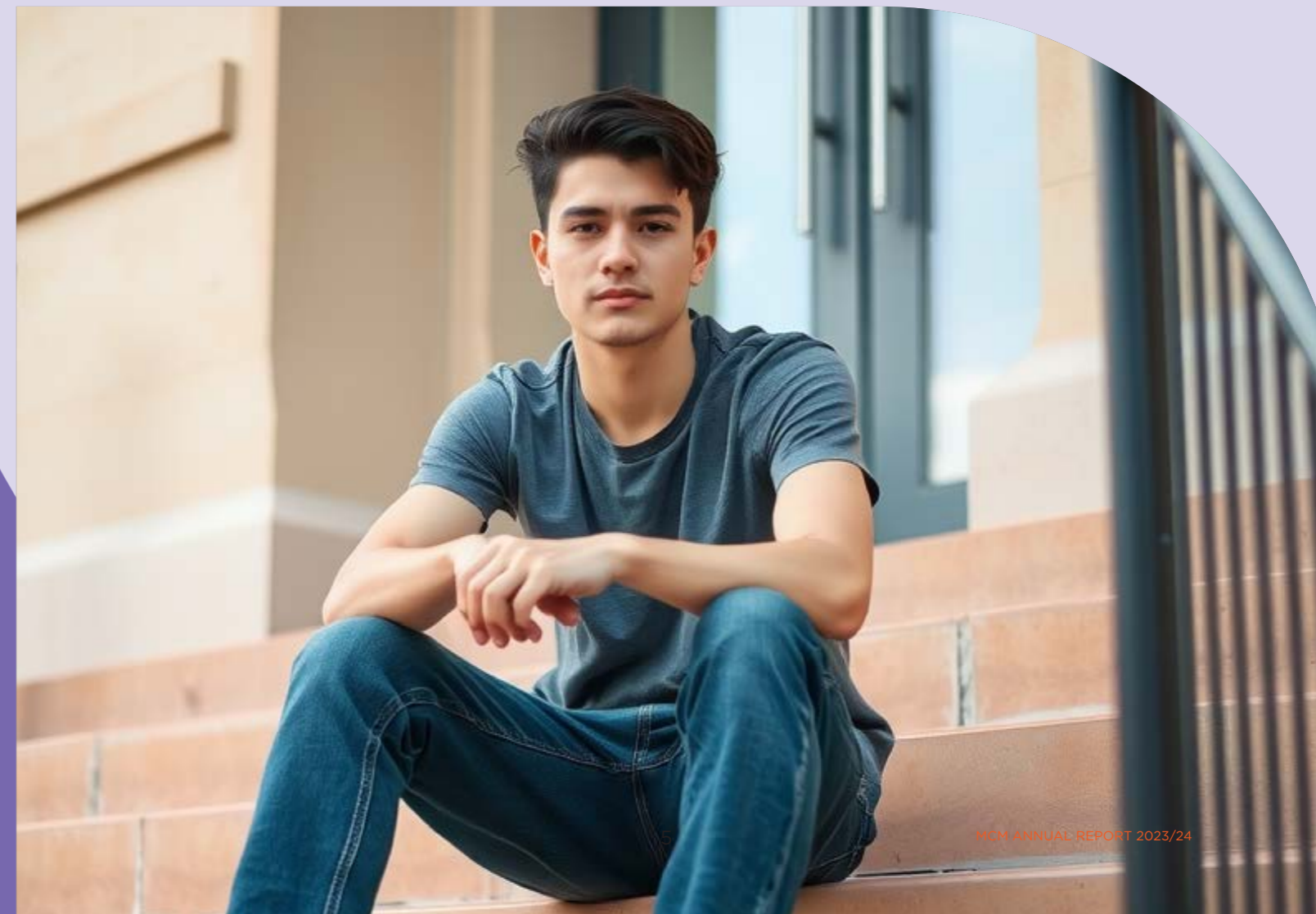
MCM is a leading community support organisation working alongside people to live the life they aspire to, their way, providing a broad range of support in homelessness, disability, palliative care and education service areas. We are a leading provider of specialist services for young people in the homeless system, providing wraparound support so that young people can transition to independence and their positive pathways of choice.

Our Healing Oriented Practice

MCM has made the commitment to implement a systems-level, whole of organisation approach to trauma informed healing-oriented care. Our MCM Healing Oriented Framework ensures we have a shared understanding about the impact of trauma and traumatic stress

on people's health and wellbeing across their lifespan. The Framework aims to respond comprehensively to the experiences of trauma, traumatic stress and adverse life events in the lives of individuals, families and communities, and recognise that our staff, our volunteers and our partners are part of this community.

MCM is guided by our Healing Oriented Framework, under which we focus on strengths and opportunities rather than gaps and shortfalls. We prioritise establishing safety and trust in order to build healing relationships and deepen a sense of belonging and togetherness to meaningfully participate in community life. We recognise what is possible for everyone regardless of their circumstances or experiences.



MCM Board

Our Board sets the foundation for our Purpose, Philosophy, and Values, providing strategic guidance, upholding governance standards, and ensuring that MCM optimises outcomes for every individual and community within our care.



Jonathan Mortimer
Board Chair; Member,
Board Nominations &
Remuneration Committee



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



David Rennick
Member Board Quality
Safety and Risk Committee



Sandra Brogden
Board Director



Tamara Dune
Member Board Finance
Investment and Audit
Committee



Stacey Ong
Chair Board Quality Safety
and Risk Committee



Lavania Parker
Member Board Finance
Investment and Audit
Committee



Caroline Sheehan
Member Board
Nominations and
Remuneration Committee



John Russell
Chair Board Finance
Investment and Audit
Committee (resigned
November 2023)

MCM Executive Team



Vicki Sutton
Chief Executive Officer



Marie Scotson
General Manager -
People, Quality and Safety



Renae Johnston
General Manager -
Philanthropy, Partnerships
and Brand



Sean Spencer
General Manager, Operations,
MCM Service Delivery



Sally Lasslett
Principal - The Hester
Hornbrook Academy



Lisa Dalla-Zuanna
Executive Officer -
MCM Housing



Joel Douch
Head of Strategy,
Outcomes and Innovation



Shorna Moore
Head of Policy Advocacy
and Government Relations



Andrew Sherri,
General Manager -
Corporate Services



Sue Albert
Executive Manager -
Business Development

A year of impact and innovation

This past year was again transformative for MCM, which includes MCM Housing and Hester Hornbrook Academy, as we pursued our mission of ending youth homelessness, expanding access to safe housing, empowering young people through education, and piloting new approaches to address unmet need. MCM's strategic plan Possibilities. On. has four strategic pillars—ENABLE, DELIVER, GROW, and INNOVATE— which guide our priorities each year to drive us closer to our vision of a more equitable future for those we support. The progress we have achieved this past year is a testament to our skilled workforce, our committed partners, and the generosity of our funders and supporters.

DELIVER

Sector-leading services that drive change

Delivering high-impact, person-centered support remains at the core of what we do. This year, we surpassed our satisfaction rate targets among the people we support, and it is a clear indicator that MCM's approach is making a profound difference. We are committed to maintaining and continuously improving this result. Additionally, we successfully met our annual fundraising target, raising over \$7.69 million in FY2024. Fundraising grew by 78% allowing us to continue to provide critical services, expand youth housing, and extend our services and support for young people experiencing homelessness and facing other complex challenges.

GROW

Empowering people toward positive pathways

A key focus for us is helping people move

toward positive life outcomes. Our results demonstrate the effectiveness of our comprehensive and integrated support model, which addresses the unique challenges for the people we serve and supports them towards their goals. Programs like Frontyard Youth Services, and the new Amplify Pilot offer pathways to stability, safety, and personal growth, helping young people navigate challenges and find hope for the future.

INNOVATE

Leading change through innovation and advocacy

Innovation and advocacy are the heart of our strategy to address systemic gaps and create lasting change. Our Amplify Pilot Project launched this year, provided specialised support to young survivors of family violence aged 15 - 19, filling a critical gap in current systems. Research partnerships with Monash University for the Youth Housing Initiative and RMIT's Centre for Innovative Justice for Amplify demonstrate our commitment to formally evaluate the effectiveness of new approaches. We have also deepened our commitment to continuous improvement, ensuring that all MCM programs adopt a data-driven approach allowing us to better understand the impact we are making and refine our programs to serve even more effectively. We have also strongly advocated for systemic change and during the past year we have supported the HomeTime Campaign, which is backed by 160 organisations nationally, and we have released key statistics in our inaugural Youth Homelessness snapshot, which evidences the devastating experiences of young people that experience homelessness, and underscores the critical importance of governments fixing housing for young people.

Fostering a culture of innovation

Our commitment to innovation extends beyond flagship pilots to supporting an innovation culture throughout MCM. Through our MCM Innovation Process, we've implemented ideas like the Family Connection Framework, which helps young people build stronger connections with family and natural supports. We are exploring neuro-affirming support frameworks, researching ways to close gaps in disability assessments for children, and exploring ways to connect young people facing complex barriers with employment opportunities. These innovations are shaping the future of how MCM delivers our service, allowing us to enhance our current programs and support meaningful change.

ENABLE

Building a strong foundation for our workforce

A well-supported workforce translates directly into the quality of care and support we provide across our programs. This year, we focused on ensuring our workforce thrives through access to growth and development opportunities. 76% of staff across MCM now have development plans in place, exceeding our 2024 target of 70%. This result reflects our commitment to investing in our teams, so they can deliver life-changing support to the people who need us most.

Looking ahead

As we reflect on this year's accomplishments, we are inspired by the collective impact of efforts of everyone's work across MCM including MCM Housing and Hester Hornbrook Academy. Our strategic pillars—ENABLE, DELIVER, GROW, and INNOVATE—will continue to guide us as we work towards a future where no young person faces homelessness, where safe housing is a right, and where every young person has access to education and a bright future of their imagining. Further, we

continue to ensure those supported in our disability services, community palliative care and extensive volunteer programs achieve their goals. Together, we can build a brighter, more hopeful future for the people we serve.

To our exceptional staff and volunteers—your dedication is a true source of inspiration. Your commitment to delivering compassionate, high-quality care and support is deeply valued. Your approach instills hope and confidence in the individuals and families we are privileged to support every day.

Finally, we extend our sincere thanks to our government funders, generous philanthropists, donors, and other partners. and a big thankyou to our Sleep At the 'G participants and their supporters. Your continued support of our services and programs have been essential in positively impacting the lives of those we serve. Your commitment to our mission fuels the success of our initiatives, driving meaningful change within our community.



Jonathan Mortimer
Board Chair



Vicki Sutton
Chief Executive Officer

Delivering pathways out of homelessness

MCM HOMELESSNESS SERVICES

Tonight, more than 22,000 Victorians are without a home and 25% of those are under the age of 25.

Our youth homelessness services, the largest in Victoria, provide a wide range of preventative, responsive and ongoing services to disrupt the cycle of homelessness and assist young people's experience of homelessness to be brief, rare and non-re-occurring. From urgent housing assistance to wrap around support services, we help young people develop pathways out of homelessness and into independence, their way.

FRONT YARD YOUTH SERVICES

Frontyard Youth Services is a specialist youth service located in Melbourne's CBD that works with young people 12-24 who are at risk of or are experiencing homelessness. The only one of its kind in Victoria, Frontyard is a homelessness access point with specialist teams to support young people to meet their physical, emotional, and social needs to develop pathways out of homelessness.

Intensive Youth Support Programs at Frontyard

- 27K** individual supports were provided across all Frontyard services and programs
- 882** young people were supported
- 30** young people who were pregnant and parenting received support with case management and housing support needs
- 13,741** calls were made to Frontyard for information and statewide referrals

- 1,575** episodes of crisis housing support were provided to young people
- 92** young women experiencing homelessness and in crisis were supported within Young Women's Crisis case management program
- 136** workshops were delivered by the Frontyard School Education Program to raise awareness/early prevention on youth homelessness to students statewide

Frontyard Youth Action Group (YAG)

Re-established in 2024, the Frontyard Youth Action Group (YAG) aims to amplify the voices of young people accessing services from Frontyard by providing paid opportunities to young people who have a wide range of experiences of homelessness to make recommendations and provide feedback on services at Frontyard. YAG continues to focus on advocacy, awareness, and consulting on youth services.

AMPLIFY PILOT PROGRAM

The first of its kind in Australia, the MCM Amplify pilot program, provides 12 weeks of case management support for unaccompanied young people experiencing family violence and homelessness. This is a collaboration with RMIT from an evaluation perspective.

Through Frontyard, the Amplify Pilot provided dedicated family violence case management for young unaccompanied people experiencing family violence and homelessness.

Throughout the year out posting efforts proved successful, with a steady flow of referrals from outposted areas, helping us to meet the needs of young people.

Promotion of Amplify across referring partners exceeded key performance indicators

(KPIs) for the first financial year and these partnerships were crucial in achieving and surpassing the targets. Key relationships, such as with GenWest, are now well embedded, strengthening the overall program delivery and effectiveness.

CHECK-IN

Mental health supports for young people

Supported by North West Melbourne PHN, Check-In supports young people with complex mental health and psychosocial needs. The goal is to enhance mental health and social outcomes through integrated care, including therapeutic support, brief interventions, goal setting, skill development, and care coordination.

Check-In was launched in 2023 to develop relationships with local hospitals and mental health services and strengthen knowledge and practices across Frontyard in supporting young people experiencing complex mental health.

Key relationships with Orygen, community mental health services and local hospitals were developed with an aim to improve service provision and care of young people experiencing or at risk of experiencing homelessness when discharged from inpatient units. The Check-In program has strengthened its care model and eligibility criteria to improve service delivery for young people with complex mental health needs.

A new partnership with cohealth was established, facilitating the introduction of dual diagnosis clinicians into the Check-In program.

CIRCUIT BREAKER

Circuit Breaker Youth Refuge is co-located and part of the integrated Frontyard Youth Services. It is a 17-bed crisis accommodation program based in the Melbourne CBD, with

a mix of long and short-term beds for young people. MCM works toward an innovative disruptive model that aims to assist young people in meeting their needs in a holistic way.

- **Circuit Breaker Refuge** - 753 young people housed and supported in Circuit Breaker Refuge.
- **Circuit Breaker case management** - 30 young people received dedicated case management support to plan housing exits after their refuge stay.

YOUTH REFUGES

MCM Youth Refuges provide emergency accommodation where young people can stay for around six to eight weeks. During their stay, young people receive case management support and assistance to find stable accommodation.

Our refuges continue to play an instrumental role and voice in the broader youth refuge landscape through our active convening and participation in the Youth Refuge Statewide Coordinators meeting and the Youth Refuge Practitioners meeting. Culminating in the delivery of the Statewide Youth Refuge Forum.

The Youth Refuges and NW Youth Outreach Team teams continued to provide a high standard of service delivery that celebrates and embeds the MCM Healing Oriented Framework. Staff work collaboratively with the young people, consistently exploring opportunities to improve and develop practice and the experience for young people.

- WRAP Refuge - 78 young people and their children provided with crisis accommodation refuge support
- Iramoo Refuge - Support and accommodation in youth refuge provided 81 times to young people and their children.
- 117 young people were supported pre and post refuge stays by MCM.

- 50 young people were supported with outreach case management in the community by Stopover Refuge, with a further 164 supported with refuge crisis accommodation.
- Vicky's Place refuge supported 154 young people and their children to access safe crisis accommodation in the refuge.

Child Aware Framework

MCM staff successfully implemented the Child Aware Framework, practice guide, and observation tool to improve practice with parents and children in refuges.

HOMESTRETCH AND BETTER FUTURES

Homestretch provided 4326 hours of support and Better Futures provided 6739 hours of support to young people leaving care of Child Protection to ensure a smooth supported transition to independence.

CIAO LEAD TENANT PROGRAM

Eight young people who transitioned out of care, benefitted from safe and secure accommodation and support through the CIAO Lead Tenant Program.

YOUTH FOYER PROGRAM

The MCM Youth Foyer Program provides support for young people across four sites from dedicated youth development coaches and medium-term accommodation for up to three years, with additional assistance six months post-foyer.

Young people work towards independent living skills and relationship goals and are an active part of the Youth Foyer community through participating in workshops and group programs.

61 young people benefitted from the MCM Youth Foyer program, ensuring pathways into education, employment, training outcomes.



“Reaching out Brooke found safety, dignity and the promise of a brighter future.”

Finding stability in crisis

At just 17 years old, *Brooke made the courageous decision to flee a violent family home. Pregnant and fearing for her unborn child's safety, she left behind the only life she had ever known, seeking a safer future. Moving in with her boyfriend, Jake, offered a brief sense of stability as they planned their baby's arrival. However, when Jake disappeared without explanation, Brooke was left isolated, homeless, and struggling to make ends meet.

With nowhere to turn, Brooke reached out to Frontyard Youth Services, MCM's crisis service in Melbourne. There, she met Lauren, a caseworker who became her anchor in a storm of uncertainty. Lauren secured emergency accommodation for Brooke and her newborn daughter, Lily-belle, ensuring they had a safe place to sleep. She also provided financial

assistance for essential items, including groceries, baby clothes, and nappies.

This pivotal moment marked a turning point in Brooke's journey. With Frontyard's support, she found not only relief, but hope. The personalised care and resources offered gave Brooke and Lily-belle the stability they desperately needed to rebuild their lives.

Frontyard's impact on Brooke's life highlights the vital role of crisis services in helping young people navigate moments of profound vulnerability. By reaching out, Brooke found safety, dignity, and the promise of a brighter future for herself and her child.

[Read more about the people we support](#)

**NB: Names in this story have been changed to protect the privacy of the individuals involved.*

Supporting families

MCM HOMELESSNESS SERVICES

A key goal of MCM family services is the prevention of homelessness due to family breakdown. Throughout the year the Family Reconciliation and Mediation Program (FRMP) funded 275 young people to access specialist therapeutic support.

FAMILY RECONCILIATION AND MEDIATION PROGRAM

In June the Family Reconciliation Mediation Program (FRMP) 2024 State-wide Forum 'Exploring Family Inclusive Approaches: Supporting Young People to Repair Relationships and Create Meaningful Connections' was held at the Melbourne Town Hall. Approximately 100 attendees from 39 different youth homelessness sector organisations from metropolitan Melbourne and regional Victoria attended.

Presenters were from a range of organisations across the state, including The Bouverie Centre Latrobe University, Homelessness Australia North-East Support and Action for Youth, Quantum Support Services, Family Access Network, MCM, The Hill Paediatric Therapy, Anglicare and Berry Street.

FAMILY PRESERVATION REUNIFICATION RESPONSE (FPRR)

Family Preservation Reunification Response (FPRR) programs in the Northeast, West and Brimbank Melton were funded for an additional two years and Community Connector programs (North East and Brimbank Melton) and later funded again for one year.

Our FPRR client feedback has demonstrated great outcomes, 80% of clients report satisfactory communication and of "feeling heard". They also described feeling supported

to engage with other services, including Child Protection and having increased confidence in parenting their children.

SUPPORTING THE NEEDS OF FAMILIES WITH YOUNG CHILDREN

The Early Links Program provided parenting support to families living in Brimbank and Merri-bek. The focus of the Early Links program is on building and improving a parent's confidence.

'Our family really appreciates programs like this. If we can attend them when things are going well, it helps us get through all the times when things aren't going so well for our family.'

The 2024/2024 participant survey revealed that 90% of participants always felt safe, heard and listened to when using MCM services.

The MCM Child Wellbeing Practice Guide was developed by the Early Links team in November 2023. The Practice Guide provides a comprehensive, best-practice framework for MCM staff in how to support the needs of families with young children who access our homelessness programs.

Alongside the practice guide, the Early Links program has allocated a parenting support worker to provide specialist parenting and child focused support to clients with young children who are staying in our youth refuges.

Our advocacy and work was highlighted by the ABC in April 2024
More than 43,000 kids under 10 seek homeless support a year - what's being done for them?
 - ABC News

EXCELLENCE AWARD

In recognition of this collaborative and multidisciplinary effort between our Family Services and Homelessness program teams, MCM was thrilled to receive the 2023 Victorian Homelessness Achievement Award for excellence in ending homelessness among children and families.

The three FPRR programs have trailed a new model of practice; Theraplay. A member of each team, as well as a team leader participated in the Theraplay training and are currently utilising it in their practice. These outcomes will be compared with other families that didn't receive the Theraplay intervention. So far the results have been promising by enhancing relationships between parents and children.

Implementation and embedding of Community Connector Roles - Linking FPR families across the region into varied community supports. In addition, Northeast FPRR facilitated Bringing Up Great Kids group which had excellent feedback from participants. Brimbank Melton FPRR organised School Holiday events, where families enjoyed connecting. A highlight was the end of Year Zoo event for FPRR community.

COLLABORATIONS AND PARTNERSHIPS

The Family Reconciliation and Mediation Program (FRMP) has been engaged in a shared research project with the University of Melbourne. This study aims to explore the wellbeing value of group dance therapy sessions with young people at secondary school who may be experiencing challenging circumstances that can be early indicators of homelessness. Once the results of the study



have been determined, the FRMP team will develop opportunities for young people across the state for young people to benefit from group dance therapy sessions.

Family Services were honoured to have bestselling parenting author Maggie Dent present 'Helping Children to Heal' workshop in May 2024. Facilitated by FPR and included staff members from Early Links, ECI, and Refuges. The team members had experiential learning to improve child well-being.

FPRR have started to have monthly Reflective Practice with Silvana Izzo (Trauma consultant and somatic therapist) providing a reflective space for the team to be supported in their practice with high-risk families. Increasing the team's confidence, skills and knowledge.

For the IFS Family Violence and Restart team (collaboration) Jac Dwyer (specialist family violence trainer), has established a communities of practice group to unpack the challenges of the work and ensuring evidence-based best-practice.

Empowering stability and growth for vulnerable young people

MCM's Youth Housing Initiative (YHI) made exceptional progress in delivering sustainable, long-term outcomes for young people aged 18-24 who have experienced homelessness. Through the YHI initiative these young people, facing complex needs, receive comprehensive support through stable housing, therapeutic services, personal development coaching, education, and employment pathways.

YHI provides young people up to four year's supported independent living to aid effective transition to adulthood and permanently exit homelessness.

YHI aims to establish 56 tenancies across three housing styles, providing much-needed stability. Participants are housed in congregate, core and cluster, or shared housing, with properties in Werribee, Point Cook, and Footscray.

Key outcomes from the past year include:

- **Substance use and health:** In partnership with Odyssey House and YSAS, YHI has reduced substance use among participants, leading to improved health and well-being. Efforts are ongoing to enhance engagement with these critical support services.
- **Employment and education:** Collaborating with Youth Projects has significantly increased participants' access to education and employment. Currently, 79% of participants with identified needs are actively pursuing job placements or qualifications, promoting financial independence and reintegration into society.
- **Skills development:** Participants have

demonstrated significant improvements in living skills and budgeting, crucial for long-term independence. Practical support in areas like grocery shopping and cooking is empowering participants to manage their daily lives with confidence.

- **Physical and mental health:** YHI connects participants with allied health services, providing vital physical and mental health support. This holistic approach helps build rapport, especially with young people who are traditionally hard to reach.
- **Safety and legal support:** Nearly all participants have comprehensive safety plans, ensuring they know how to seek help in times of crisis. Legal challenges are addressed through partnerships with community legal services, offering free advice to resolve outstanding issues.

Find out more about the [Youth Housing Initiative](#).

MCM would like to thank Michael Heine Family Foundation, Gandel Foundation, Two Sisters Foundation, The Wood Foundation, Samuel Nissen Foundation - Perpetual Trustees, Andrew and Geraldine Buxton Foundation, The Ross Trust, Joe White Bequest, Naphtali Family Foundation, Brian M Davis Charitable Foundation, Lord Mayor's Charitable Foundation (Build component) and the Melbourne Cricket Club (SATG) for their investment and commitment to the Youth Housing Initiative.

Finding strength and stability through the Youth Housing Initiative

At just 20, *Sarah's life had already been marked by more hardship than most people experience in a lifetime. She had known a "good life" once, but it had been shattered by family violence, assault, and drug use. Diagnosed with bipolar disorder, she carried the heavy weight of grief for the person she used to be. Adding to her struggles, she was trapped in a violent relationship that she desperately wanted to leave, but it wasn't as simple as walking away. Emotionally and practically, the obstacles were immense.

Before finding her way to the Youth Housing Initiative (YHI), Sarah had bounced between refuges, seeking safety wherever she could. Despite everything, she showed remarkable resilience, managing to hold down a job in Werribee even while living in a refuge miles away in Rosanna. It was during this time that Sarah was referred to YHI. The program seemed like a chance to stabilise her life, and when assessed, she was placed in shared housing, where she could have a roof over her head and access to the support she desperately needed.

Sarah engaged with the YHI team right away, connecting with a therapeutic practitioner who helped guide her through some of the more difficult parts of her journey. But it wasn't a smooth road. Her progress often felt like two steps forward, one step back. Mental health struggles, the shadow of substance use, and family violence kept pulling her down just as she tried to rise. Yet there were glimmers of hope. Sarah began receiving Dialectical

Behaviour Therapy (DBT) to help her manage her thoughts of self-harm, and for the first time in a while, she felt a sense of relief. She engaged well in the therapy, and her responses were positive.

However, the shared housing arrangement wasn't quite right for her anymore. As her support needs became clearer, it was obvious she needed something different—something quieter and safer, where she could focus on herself. The team at YHI identified Sarah as a strong candidate for transfer to a property in Werribee that offered single-occupancy housing and closer staff support. It was a better fit for where she was on her recovery journey.

YHI's trauma-informed, multi-disciplinary approach was making a difference. Over time, Sarah's mental health began to stabilise. There were still struggles of course, but there was also progress toward a safer and more secure future.



*NB: *the client's name has been changed to protect her privacy.



Expanding affordable housing for vulnerable young people

MCM HOUSING

Established in 2022, MCM Housing is a registered housing provider providing social housing to low and very low-income young people aged 18-24, experiencing or at risk of homelessness.

PROGRESS TOWARD OUR VISION

Young people face significant challenges accessing and maintaining housing - including social housing and through the private rental market. That's why our vision is to ensure that every young person finds a place to call home. Over the next five years, MCM Housing is committed to expanding housing opportunities for young people and has an ambitious goal of establishing 250 tenancies by 2027.

Demonstrating sustained growth and capacity to meet housing demands we currently have:

- 42** tenancies under management
- 7** owned properties

MCM Housing made significant strides in expanding its housing portfolio, progressing towards completion of the Youth Housing Initiative (YHI) project. We successfully secured ownership and tenancy of the following properties:

- 1** x 6-bedroom congregate living model
- 5** x 2-bedroom townhouses
- 10** A core and cluster model consisting of 10 x 1-bedroom self-contained units

MCM Housing also entered a headlease arrangement with Conscious Invest Management, acquiring:

- 1** x 2-bedroom houses
- 6** x 2-bedroom apartments

These developments mark a key achievement in our mission to provide stable, affordable housing for vulnerable young people in Victoria.

GROWING THE TEAM

MCM Housing experienced a 50% increase in staffing levels when we welcomed a new tenancy officer to the team. This growth reflects our commitment to improving housing management and support for young tenants.

This was a key milestone, significantly enhancing our ability to manage our growing portfolio and support tenants effectively.

INNOVATIONS

MCM Housing developed an innovative solution by creating a QR code system to allow tenants to easily access all necessary documents digitally, streamlining the process and reducing the burden on incoming tenants. The solution reduced costs and has been well received by tenants. This initiative was presented at the Housing Regulators Forum 2024 and was highly praised for its forward-thinking approach.

PARTNERSHIPS

MCM Housing continues to play an active role in the Western Homelessness Network, collaborating with other key players in the housing sector. We also initiated partnerships with several property developers, one of which involves a 25-apartment construction for which we are currently awaiting funding approval.

These collaborations are vital in expanding housing options for homeless young people, particularly in the City of Melbourne, and will lead to further opportunities to house vulnerable individuals in need of stable accommodation.

MCM Housing continues to develop partnerships with property developers to increase affordable housing stock, with a focus on building more housing options to meet growing demand with the aim of maintaining and improving tenancy stability for young people.



A FIRST IN WERRIBEE

In 2024 MCM Housing opened the doors to its first constructed property in Werribee which is now home to six young people.

The Werribee project, funded by the Victorian Government's Big Housing Build program and the support of philanthropists, provides much-needed housing and support for young people, 18 to 24 years old, experiencing or at risk of homelessness. This new accommodation provides young renters who have experienced a history of unstable housing, a safe and secure place to live.

The property comprises six studio apartments and shared amenities such as a communal kitchen, living areas, and laundry facilities. What sets this housing model apart is its addition of comprehensive support services offered to the young residents through MCM's Youth Housing Initiative (YHI).

Visit www.mcmhousing.org.au

Supporting youth, adults and families through strategic initiatives and partnerships

Over the past year, MCM's programs have been pivotal in addressing the needs of young people, adults and families across multiple areas, achieving impactful outcomes through targeted initiatives.

Our **Adult and Family Homelessness Service (AFHS)** is one of the many MCM programs that is offered in the Western suburbs and runs out of our Braybrook site. Supporting adults and families predominantly with linkages to access transitional, and crisis support, the programs provide a mix of short- and medium-term case management to people experiencing homelessness who have been referred via the two western Homelessness Access Points. The focus is on assisting people who are experiencing an episode of homelessness to access and maintain long term housing.

Working with the Opening Doors Framework (the Victorian homelessness system for coordinating service response in designated entry points) and is a member of the Local Area Service Network (LASN) that is responsible for the overall coordination of services in the Western Region. AFHS has formal agreements in place with two housing providers in the western region, providing transitional housing and support.

Recently AFHS saw two gaps in service availability within the local government areas of Melton, Maribyrnong and Brimbank. Specifically, a need to support people sleeping rough in Melton, along with people who were being discharged from hospitals with multiple medical conditions into homelessness in the greater West of Melbourne. This resulted in the

Melton Rough Sleeper initiative and the 24/25 Hospital Discharge project established. These projects within AFHS are designed to address gaps, navigate new pathways through existing barriers and provide service delivery to people most at need.

MCM with the support of Melton Council, and The Salvation Army Access Point (SASHS) identified an increasing demand for support to people rough sleeping in the Melton Council LGA which is statistically one of the most disadvantaged areas in central Victoria, with a large community at risk of or experiencing homelessness.

MCM's AFHS launched the Melton Rough Sleeper Program (MRSP) in August 2023 to solidify a proactive response, which aims to address the gap of support needed by the rough sleepers within the area.

This program helps clients find temporary or permanent housing, provides services, medical referrals, and material aid, and conducts proactive outreach to the community.

Through this program the team worked with 24 people (20 individuals and 2 families) that were rough sleeping in the Melton area.

GOODBYE HOMELESSNESS TO HOMES (H2H)

Hello **Homes First**. After four intensive years, we formally said goodbye and celebrated the achievements of our Homelessness to Homes team.

During the peak of the COVID-19 pandemic, people experiencing homelessness in Naarm

(Melbourne) were moved into temporary hotel and motel accommodation, subsidised by the State Government. MCM responded quickly and became part of the Homelessness Emergency Accommodation Response Team (HEART) and hotel response providers in the metropolitan, Northern and Western regions. These pivotal programs ensured support to the most vulnerable and at-risk people. Through our ability to support and coordinate with other local services, we were able to ensure that each person had a tailored response during their stay.

As the pandemic continued, the State Government made a landmark decision to set up the H2H Program. This program provided 1,845 households with access to stable, medium- and long-term housing and support packages to people experiencing homelessness who resided in emergency accommodation due to the COVID-19 pandemic. This investment provided the affordable housing and support that is needed to promote health and wellbeing and prevent a return to rough sleeping.

MCM entered a consortium to deliver the H2H program and was appointed to provide support to 348 individuals and families across the North and West of Melbourne, 161 people in the North and 181 in the West.

The H2H Program has had substantial impacts on the people we've supported, including:

- family reunification of parents with their children
- reconnection with employment
- steep reductions in substance use
- sustained increases in feelings of safety and stability.

Several barriers to sustaining housing were identified, such as family violence, personal safety concerns, the increased cost of living, challenges with living skills, and proximity to other vulnerable community members. MCM

actively addressed these barriers by applying for property transfers, encouraging payment plans, providing skills and resources, and co-locating at Unison Housing sites to support ongoing tenancies.

Throughout its time, MCM's H2H program has witnessed numerous success stories and positive client outcomes including ensuring the safety of women escaping violence through safety planning, escaping, relocating, and addressing their recovery needs to ensure they did not return to violent relationships. As a result, approximately 50% of women supported by H2H have successfully left and ended violent relationships. 50% of these women no longer engage with police regarding family violence incidents. Of the cohort supported by H2H, 75% had previous involvement with the justice system.

“Creating positive change through strategic partnerships. program development and an unwavering focus on holistic, family inclusive support.”

The program has also facilitated the reunification of parents and children, supported employment engagement, and provided a sense of stability for those who were previously experiencing homelessness. H2H has provided support to approximately 25-30 families and as a result, these families have witnessed positive outcomes for their children, such as re-engagement with primary school and enrolment in early learning centres.

As part of the 2023 to 2024 State Budget, funding was allocated to the Sustained Solutions for Housing First to End Rough Sleeping initiative to embed Housing First Principles as a feature of the Victorian homelessness system. Under the 2023 to 2024 budget, \$48 million over four years has been allocated to continue the H2H Program under a revised service model known as the Homes First Program. Due to the incredible work that the H2H Team provided we were successful in tendering for and gaining **Homes First** for Brimbank Melton and the Hume Merribek.

YOUTH EARLY INTERVENTION AND HOMELESSNESS

The **RAGE Program** commenced with an impressive reach, delivering 25 sessions in schools and supporting 130 students to 'Re-Navigate Anger and Guilty Emotions'. These sessions provided young people with tools to better manage and understand their emotions.

In collaboration with Kids Under Cover, we advanced the **POD Pilot**, which focuses on providing rapid housing responses to young people and their families. By funding and supporting the installation of external rooms, we created spaces for reunification, stability, and relief from conflict and overcrowding within households.

Working with the **Passport Team**, we streamlined reporting processes for our **Finding Solutions** initiative, resulting in the quarterly report being produced directly from our Passport system and delivered seamlessly to the department.

Our **Detour** Teams were honoured with the Together Award for their exceptional work with young people as part of the School Engagement Strategy. Through this initiative, we expanded to over five new outposts in schools, working collaboratively with students and staff. This approach increased our reach significantly, with 30% of young people

supported by Detour being school-aged children—up from 15% the previous year—allowing us to intervene earlier and foster positive changes.

Our **Youth Engagement, Intervention, and Homelessness (YEI&H) Portfolio** partnered with Victoria University to ensure a consistent stream of diverse, local, and talented students into the youth homelessness sector through placement opportunities, reinforcing our commitment to the future workforce.

Both **Creating Connections** and **Finding Solutions** played leading roles in advocating for trauma-informed and healing-oriented practices. This was achieved through significant contributions to the review of Transitional Housing Management (THM) and Finding Solutions guidelines across the State, a crucial update after over a decade without revisions.

As part of an expanded role, MCM **Finding Solutions** became the facilitator and chair of the statewide network meeting. This role allowed us to drive the Finding Solutions Guidelines review, standardise the referral form, transition to Family Services funding, and secure increased flexible funding for young people and their families. Notably, we established Finding Solutions outposts, creating broader access and immediate support for at-risk young people.

At the Council of Homeless Persons Victorian Homelessness Conference, we presented a panel discussion on family-inclusive practices in our services, titled *Explore Family Inclusive Approaches - What Does That Look Like in Practice?* This highlighted our ongoing commitment to integrating family-centric approaches.

Our YEI&H portfolio also participated in Safe and Together training and introduced the NCFAS (North Carolina Family Assessment Scale) tool across our early intervention programs, which has enhanced our family-



inclusive practice and allowed us to measure outcomes more effectively.

The **Restart** and **Family Preservation and Reunification Response** Teams engaged in reflective practice with a family violence lens, supported by Origin and a family violence specialist consultant. This reflection is crucial to continually adapting our services to meet complex family dynamics and individual needs.

In a project spearheaded by the Detour Team, we explored innovative Youth-Focused Marketing strategies for engagement in schools, aiming to increase our outreach and raise awareness of youth homelessness issues among students and educators.

This year, **Gateway Reconnect** was welcomed into the YEI&H portfolio and successfully advocated for an expanded catchment area to include additional regions within the City of Melbourne. This expansion has enabled us to provide support to more young people across a greater number of high schools and local suburbs.

Due to a significant waitlist in the Detour Southern program, we reviewed the annual

budget and increased our capacity by adding a 0.6 FTE team member on a pilot basis. The Frankston and Mornington Peninsula areas face considerable challenges in supporting youth homelessness, and this initiative represents an important step in addressing these needs.

Restart launched a new outpost at the Sunshine/Brimbank Orange Door, enhancing referral pathways for young people. Additionally, the transition to the IRIS reporting platform prompted practice adjustments, including how services are delivered and hours recorded.

Lastly, Creating Connections received approval to recruit a full-time case manager in a Living Skills role dedicated to supporting youth homelessness programs in Melbourne's North-West. This role will be integral to improving life skills for young people in both internal and external programs.

These achievements highlight our ongoing commitment to creating positive change for young people and their families through strategic partnerships, program development, and an unwavering focus on holistic, family-inclusive support.

Empowering lives lived to the fullest

At MCM, we were passionate about supporting everyone live life to the fullest. For individuals with disabilities and their families, we offered support, guidance, and services to empower each person to achieve their potential. As a registered NDIS provider, MCM delivered a wide range of disability support services throughout Melbourne and Victoria, tailored to meet the unique needs of our participants.



2,014
people supported

MCM disability services supported 2,014 people with disability in 2023/24 through the following programs:

Early Childhood Intervention and B Street Program

In collaboration with families and caregivers, our Early Childhood Intervention Support Service (ECIS) and B Street Program supported 538 children and their families throughout the year. ECIS reached 516 children, providing early intervention that promoted developmental progress and inclusivity, while the B Street Program supported an additional 22 children, focusing on tailored short-term accommodation for specific needs.



538
children supported

Recovery Coaching

MCM's Recovery Coaching Program offered guidance to 150 participants, supporting them in building resilience and skills to manage daily challenges. Through this program, recovery coaches worked alongside individuals, fostering autonomy and confidence as participants navigated their personal recovery journeys.



150
participants

Support Coordination

Our Support Coordination Program served 1,275 participants, assisting them in managing and coordinating their individual support plans. MCM's support coordinators worked closely with each participant to develop personalised plans, ensuring they could access the resources and services necessary to reach their goals.



1,275
participants



Members of MCM's Disability Team supported participants to express their creative sides at the Bendigo Art Show.

Disability Advice Referral Team (DART)

Launched in the previous financial year, the Disability Advice Referral Team (DART) was a collaborative initiative between MCM and the Victorian Aboriginal Legal Service (VALS), supported by the Department of Justice and Community Services (DJCS). DART was established to improve the response to young people with disabilities or suspected disabilities at the entry point to the justice system. By providing early screening and connecting youth with essential support services, DART worked to divert at-risk young people from the justice system, offering them pathways to positive development and assistance.

Promoting Inclusion through Art and Community Engagement

MCM values inclusion and encourages participation in the arts and community events. In line with this, Support Coordinators (SC) and Senior Support Coordinators (SSC) actively encouraged individuals they worked with to engage in creative endeavours. The Bendigo Art Show, themed 'We Grow Together', showcased the artistic talent of MCM's participants, providing them with a platform to express themselves and connect with others. Congratulations to all participants, artists, and supporters who contributed to the success of the 2023 MCM Art Show. Events like these fostered a strong sense of community, inclusion, and empowerment among people with disabilities, reflecting our commitment to supporting everyone to live life to the fullest.

Committed to quality, patient-centric care

MCM Palliative Care (MCMPC) provides in-home palliative care services seven days a week in the Hume, Merri-bek, Darebin and Yarra regions.

MCMPC offers a range of nursing, medical, allied health and consulting services to help people experiencing a life-limiting illness to have the best possible quality of life. Our commitment extends beyond the individual, offering invaluable support through the grieving process for those who have lost a loved one.

OUR IMPACT AND HIGHLIGHTS

Service growth

In 2023/24, we experienced significant growth across all service areas:

- 15%** increase in referrals, with a total of 1927
- 19%** increase in admissions to service, reaching 1496
- 11%** increase in current clients
- 18%** increase in client separations to 1488
- 4%** increase in contacts to 52,999

Most importantly we supported 1104 clients who passed during this period, with 86% of clients able to do so in their place of choice. This result demonstrates our commitment to providing dignified, patient-centric care.

Excellence in care

Our team's dedication to exceptional service was recognised through:

- 5-star rating in the Bereaved Carer Survey
- Outstanding Net Promoter Score of 82
- Ranked among the top 3 Community Palliative Services nationally in the Palliative Care Outcomes Collaboration (PCOC) report – meeting 15 of 20 outcome benchmarks (national average: 6)
- Achieving the highest rating of “Marked Achievement” in the accreditation assessment from the Australian Council on Healthcare Standards (ACHS) survey.

Client experience

The Victorian Health Experience Survey highlighted our exceptional care standards:

- 88.2%** of client felt the overall care was good or very good
- 84.6%** of clients felt they were talked to about their needs and preferences
- 93.8%** of clients felt cared for
- 97.6%** of carers felt they were treated with respect and dignity
- 92.3%** of carers felt listened to and understood by staff
- 93.5%** of carers felt the support available considered personal values, beliefs, culture and circumstances



KEY PROJECTS

Comprehensive Palliative Care in Aged Care Project

The 12-month initiative funded by the Commonwealth and Victorian Governments commenced in July 2023. Its focus is to strengthen access and outcomes to a palliative approach for residents in Residential Aged Care facilities (RACFs) and to build the capacity of the aged care workforce to provide palliative and end of life care consistent with Victoria's end of life and palliative care framework.

Targeted interviews were completed with 79% (41 of the 52) RACFs within the catchment, eliciting responses on the current experience of partnering with the Palliative Care Aged Care Team and the impact for residents, families, and aged care staff.

Findings have prompted the development of key deliverables including:

- The development of a Palliative Care in Aged Care guide for families, available in hard copy and digitally and translated into Italian, Greek and Arabic.
- Review and enhancement of the Palliative Care Needs Round (PCNR) approach including a strengthened Memorandum of Understanding, Implementation plan for Palliative Care Needs Rounds.

- The development of a resource toolkit tailored to support aged care homes regarding 5 core elements – goals of care, evidence-based assessment tools, referrals and triage, training and development, and GP supportive resources.
- Enhanced stakeholder relationships across the sector with the intention to foster collaboration, improve coordination, integration, and reduce duplication.

The project's success has helped secure a second-year funding that will enable further examination of issues and implementation of recommendations from the first year.

Joy in work project

In partnership with Safer Care Victoria, this project focused on enhancing staff wellbeing and reducing burnout, each with a targeted shift of 10%. Whilst the formal project has been completed the legacy of this work is now embedded within the program by:

- implementing regular wellbeing assessments using validated tools
- conducting ‘what matters to you’ conversations with individuals and teams
- establishing baseline data for ongoing evaluation
- embedding wellbeing practices in program meeting structures.

Sector leadership

MCMPC continues to be at the forefront of palliative care advancement:

- Delivered key presentations at the Oceanic Palliative Care Conference sharing expertise on topics such as bereaved caregivers, telehealth in palliative care, and deaths in aged care settings.
- Contributed valuable insights to the five-year review of the Voluntary Assisted Dying Act 2017
- Produced educational videos on end-of-life care, available on the [MCM website](#)
- Participated in the COMET Program, increasing availability of supportive care clinical trials
- Representatives in Statewide Clinical Managers forums, contributing to standardised practitioner frameworks

OUR PEOPLE

Staff

We maintain a diverse team of 42 full-time staff with 65 personnel, such as, nurses and allied care staff including counsellors, massage therapists and support staff.

Volunteer program

Our 40 dedicated volunteers are integral to our service delivery.

MCMPC celebrated three long-standing volunteers who made a remarkable impact over decades of service. **Jean Bohmer**, who had volunteered for 25 years, was honoured with the Volunteer Impact Award for her extensive contributions. **Myra Moore** and **Pam Sierak**, both with 20 years of service, were also recognised for their compassion and commitment to clients, often in challenging circumstances.

Further growth within our volunteer program is required to align with the diversity needs of the communities MCMPC works within.

Key developments include:

- Successful application for the Hume City Council 2024 Volunteer Engagement Specialist Partnership Grant, to build capacity of volunteer services.
- Initiatives to increase volunteer diversity, particularly in the Hume area where 30% of our clients reside, but only 5% of our volunteers.

FAREWELL AND THANK YOU

We bid farewell to **Professor Margaret O'Connor**, whose remarkable career with MCM began in 1986 at a time when services were still struggling to challenge the dominant medical model of care, but staff were strong and innovative in their work.

Her pioneering work in challenging the dominant medical model of care and supporting staff to examine contemporary practice issues has left an enduring mark on our organisation and the field of palliative care.

Vale Katherine Kingsbury

In September 2023 we shared news of the passing of Katherine Kingsbury (she/her) OAM.

Katherine had a proud nursing career of over 40 years across several services and is best remembered for her pioneering work, which introduced Palliative Care Services to Australia in 1979, first at MCM in North Fitzroy. Experiences in pioneering hospices abroad influenced her approach, learning new ways to offer symptom control and empowering patients to remain at home if they wished.

During her extensive nursing career, Katherine demonstrated a deep commitment to improving the lives of individuals facing the end of life.

Katherine's legacy will forever mark and inspire our work in palliative care.

A safe haven

*Ben, a resilient 21-year-old, has faced a lifetime of challenges, from family violence to struggles with drug and alcohol misuse. With nowhere to call home, Ben spent months couch-surfing and sleeping rough, caught in a cycle of disadvantage. Seeking necessities like a shower, clean clothes, and a place to charge his phone, Ben turned to Frontyard, where his journey toward healing began.

Initially hesitant, Ben gradually built trust with MCM's case workers, opening up about the trauma and neglect that had shaped his life. Recognising his urgent needs, the team provided him with essentials such as toiletries, clothing vouchers, and assistance in reinstating his Centrelink payments. However, they knew that addressing his immediate needs was only the first step.

Ben's most pressing need was safe accommodation. In Victoria, there are only 127 youth refuge beds available each night—a limited resource for the more than 7000 young people experiencing homelessness. Through the support of donors, Frontyard was able to secure temporary accommodation for Ben until a refuge bed became available. These short-term solutions are often life-changing, offering the stability and security necessary for individuals like Ben to begin rebuilding their lives.

Ben's story highlights the transformative power of comprehensive support systems. From addressing immediate needs to offering trauma-informed care and long-term recovery pathways, Frontyard's holistic approach provided Ben not just with shelter, but with a compassionate community that understood his struggles.

Frontyard helps young people like Ben have access to the safe spaces, essential resources, and guidance they need to reclaim their futures.



“The team provided him with essentials... addressing his immediate needs was only the first step.”

Read more about the people we support



*NB: Names in this story have been changed to protect the privacy of the individuals involved.

Building bright futures

Hester Hornbrook Academy is a vital part of the MCM Group's commitment to supporting young people on their journey toward independence. As a registered, independent school, Hester Hornbrook Academy provides flexible wellbeing and learning tailored to meet the needs of students who face barriers to education, including homelessness, mental health challenges, and disengagement from traditional educational settings.

Hester Hornbrook's applied learning model, including the delivery of the Victorian Pathways Certificate (VPC) and Victorian Certificate of Education - Vocational Major (VCE VM), not only impacts students' educational outcomes but also reshapes their life trajectories, fostering resilience and optimism for the future.

Hester Hornbrook Academy operates with a philosophy of 'Wellbeing for Learning and Learning for Wellbeing,' guided by its Healing Oriented Program of Education (HOPE). This holistic approach emphasises the importance of student wellbeing to foster meaningful engagement in education. Through HOPE, the academy re-imagines education as deeply human-centered, inclusive, and focused on building life skills that will support students both within the classroom and beyond.

Operating across multiple campuses in Melbourne, the school offers an inclusive and supportive learning environment where young people can access a range of educational programs, vocational training, and personal development opportunities. This individualised approach empowers young people to rebuild their confidence, develop social and emotional capabilities, and engage in meaningful pathways toward further education, employment, or community participation.

Hester Hornbrook's impact extends beyond academics; it's HOPE - Healing Orientated Program of Education, is an integrated model that combines education with wraparound supports, including wellbeing services, mental health support, and connections to housing and social services; always ensuring wellbeing for learning and learning for wellbeing. Through this holistic approach, Hester Hornbrook Academy plays a crucial role in helping young people to overcome adversity and build positive, sustainable pathways to independence and a brighter future.

Principal Sally Lasslett highlights that Hester Hornbrook's HOPE integrates social, emotional, and intellectual support for students, enabling them to re-engage with education.

In October 2023 a sod was turned on the new Werribee Campus which will provide opportunities for 220 new students. The campus which is set to open in early 2025, is part of Hester Hornbrook Academy's growth strategy to meet increased demand throughout Victoria.

Read the **Hester Hornbrook Academy Annual Report 2023**



Living and Learning program fosters positive pathways

Living Learning is an innovative program funded by the Victorian Government and the generosity of philanthropists that supports young people who experience mental ill-health who are not engaged in education, employment or training.

A first of its kind in Australia, the Living Learning program supports 15-to-21-year-olds with severe mental ill-health who are isolated, have not stepped foot inside a classroom for years, and don't see a future for themselves - often because of experiencing homelessness, family violence, and other crises at such a young age.

The program aims to support young people to improve their attendance and engagement in education and in a caring environment

fosters future positive pathways. The Living Learning multi-disciplinary team partners with **Hester Hornbrook Academy** to deliver high quality service over one year, with a holistic, individualised approach.

The program works to combine flexible learning and holistic healthcare in a school environment to support the goals of each student.

Through the Living Learning program 80 per cent of students have moved into higher education or training or were actively securing work or further study opportunities.

Living Learning now supports 246 young people to get back to school at the Hester Hornbrook Academy.



School Focused Youth Service

MCM – School Focused Youth Service provided small group interventions for students and capacity building opportunities for staff in 14 schools across Melbourne/Maribyrnong and Brimbank/Melton areas.

There were 67 students across 7 schools who participating in a range of early intervention activities such as Canine Comprehension, I Am Mindful Program, African Drumming, Martial Arts Therapy.

While the main objective was to improve attendance rates, the biggest challenge was to improve overall mental health and wellbeing post COVID for those participating in the early intervention programs.

There were three areas that students appeared to demonstrate significant change and growth post activities:

- Students had a better understand of their sense of self which helped to improve their mental health and wellbeing. The students were also able to use new strategies and tools to better manage their heightened states of anxiety.
- Students were able to concentrate and focus for longer periods of time than previously. They also had renewed confidence in seeking out help from school staff which led to an increase in engagement.
- Students improved significantly in their ability to manage their emotional responses to heightened situations. A growing awareness of their trigger points helped to assist in this area.

“AR who, earlier this year, was exhibiting significant anxiety to the point of being physically unwell most days thrived during Cilla’s program. They would be the first to

arrive for the group and was one of the major contributors to group conversations. Since the program, AR’s anxiety symptoms have decreased, their relationships with previously unfamiliar peers have grown, along with their connection to staff who supported the program.”

There were 44 school staff across 14 schools that participated in capacity building activities designed to support at risk and vulnerable students in their schools. Some of those activities were Berry Street Educational Model and Love Bites facilitation training.

Some of those staff members participated in an informal professional learning activity by attending each session of a student group program to share strategies and tools that could be implemented throughout their wider school communities.

One notable professional learning project was, Wellbeing in the Classroom, a capacity building activity that was a collaboration between MCM School Focused Youth Service and Good Shephard School Focused Youth Service to combine resources. Wellbeing in the Classroom was a one-day program designed to inspire school staff with theory, knowledge, strategies, and hands-on experiences to build their capacity to support students in their schools.

The program equipped participants with the latest research and practical, evidence-based strategies to empower schools to support disengaged students focusing on areas such as school refusal, low attendance, and mental health for students in schools. The sessions were presented by professionals working with young people in those areas.

25 schools were represented and 10 schools supported by MCM. This was a great example



of using one project that had the potential to have impact on 25 school communities.

“I am now mentoring teachers, using the knowledge and skills gained, during team welfare meetings. I have introduced the skills to students in the social skills groups that I run, and I have also observed staff using these skills, that I have passed on to them, when working with dysregulated students or when making safety/behaviour plans.”

Over two terms, students participated in an art program facilitated by an art therapist exploring their sense of self, use art mediums to express their feeling and gain creative tools to manage their mental health and wellbeing. They created a community that mirrored their own need to belong, be accepted and ultimately feel safe.

Policy and Advocacy

OUR ADVOCACY

The advocacy team continued to drive systemic and social change through innovative and dynamic strategies shaped by the lived and living experiences of young people. These included active research initiatives, strategic partnerships, collective voice campaigns and strong government and community partnerships.

In the 2023/24, MCM strengthened and broadened its advocacy across federal jurisdictions including establishing relationships across government and launching the first national youth housing campaign, Home Time. The team also ramped up its advocacy in the mental health space, continued to drive state and federal policy reform in the youth and family violence space and launched a whole of organisation Lived Experience Engagement and Participation Framework.

CAMPAIGNS AND COLLABORATIONS

Home Time launched March 2024

In collaboration with more than 140 organisations, including peak bodies, homelessness services, housing providers, unions and others, MCM drove the launch of Home Time an initiative to seek urgent action to unlock Australia's housing system for 16-24-year-olds who are homeless and unable to access housing. This followed analysis of Specialist Homelessness Services data, which revealed that 37,872 children and young people approached homelessness services alone for assistance in 2022/23, including 9,232 children aged 15-17. Over 30% of the total number were First Nations children and young people.

Since its launch:

- **Government engagement:** Parliamentary events and several meetings with MPs across government and over 10,000 emails and petitions have been sent to Ministers and local MPs, demanding urgent action on youth housing and the team is working with key housing and treasury departments.
- **Influencing policy:** Home Time played a critical role in the Federal Government's recent decision to allocate \$1 billion in housing investments, with \$700 million dedicated to grants for youth and women's housing.
- **Public awareness:** Launching public awareness campaigns leading to extensive national and local media coverage, which highlight the housing barriers young people face and mobilises community participation and support.

The Home Time campaign has already led to significant change including the unprecedented investment in dedicated youth housing via the National Housing Infrastructure Facility.

Find out more about [Home Time](#).

Home in Mind Project

In response to the Royal Commission into Victoria's Mental Health System MCM and Orygen partnered on an ambitious policy research project, *Home in Mind*, to develop a strong, fit-for-purpose youth mental health and wellbeing response for unaccompanied young people experiencing homelessness in Victoria.

This project sought to understand the gap in policy, services and practice, and as a roadmap for a way forward with evidence-based recommendations that aim to:



MEANINGFUL ENGAGEMENT

The Lived Experience Engagement Participation (LEEP) Framework was launched as part of MCM's INNOVATE strategic goal within the *Possibilities. On.* strategic plan. This initiative reflected our commitment to driving system change through advocacy, aiming to create positive impacts for those we serve and the broader community.

The launch event marked a significant step in embedding lived experience across MCM, Hester Hornbrook Academy, and MCM Housing. This milestone celebrated the integration of lived experience into the organisation's core work and future initiatives.

The LEEP Framework recognises the unique knowledge, abilities, and attributes of individuals who have directly engaged with our services. Their voices and insights will play a central role in shaping our work. Through this framework, people with lived experience will contribute to designing new services and enhancing existing ones, ensuring that our programs remain relevant and impactful.

Additionally, their perspectives will inform MCM's advocacy and research efforts, driving systemic change on a broader scale. By embedding lived experience into our governance structures, we aim to engage more meaningfully with the communities we support and create pathways for authentic collaboration.

The LEEP Framework represents MCM's commitment to amplifying lived experience, fostering inclusive participation, and delivering sustainable, community-driven solutions.

- address funding, policy and structural barriers and improve access to tailored youth mental health services and supported housing that responds to their specific needs
- increase understanding in youth mental health services of the specific needs of unaccompanied young people experiencing homelessness
- address housing instability as a fundamental driver of mental ill-health.

In April 2024 MCM and Orygen hosted the sector wide youth homelessness and mental health forum, had overseas expert, representatives from department of health and homes Vic and the Commission and young people with lived experience. The Project also undertook a cross-sector Youth Homelessness and Mental Health Workforce Survey with almost 200 people involved from across the homelessness, housing and health continuum.

Due for release in early 2025 *Home in Mind* will ensure that the voices, insights and distinct needs of unaccompanied young people experiencing homelessness are included in the implementation of the Royal Commission reforms.

RECOGNISING YOUNG PEOPLE AS VICTIM-SURVIVORS IN THEIR OWN RIGHT

After MCM's advocacy along with young survivor advocates, the Victorian Government is now in the process of developing its third and final Family Violence Rolling Action Plan 2024-26 and children and young people have been identified as a key priority.

The MCM advocacy team continues to build up the family violence system for young people in several ways including:

Amplify Project

It has been 2.5 years since we began the Amplify Project and we have continued to fiercely advocate, alongside young survivor

advocates, to have children and young people recognised in their own right in the family violence reforms. In February, we released the *Pave the Way* report in partnership with RMIT Centre for Innovative Justice, YACVic and Berry Street Y-Change to support the development of the new plan soon to be released in 2024/25.

Family Safety Victoria Research Grant

In 2023, MCM in partnership with RMIT Centre for Innovative Justice was awarded a research grant by the Victorian Government, Unsafe and Unseen, to explore the needs of unaccompanied children and young people seeking crises accommodation because of family violence. This project seeks to make the experiences of this group visible, and their voices heard and understood. The Research project is underway and is being shaped and driven by a Lived Experience Advisory Group of young experts. The final report is due in early 2025.

Leaving Violence Payment

When national cabinet met to discuss the crises of gender-based violence in May 2024, MCM drove a national campaign together with the federal, state and territory Children Commissioners, leading family violence advocates and experts to have children and young people included, especially in relation to the new Leaving Violence Payment. This included development of a Briefing Paper (based on evidence from Amplify Program), publication in Women's Agenda, joint letters, meetings with Ministerial Offices and national media coverage. (PS in 2024/25 there

SUBMISSIONS

National Housing and Homelessness Plan 2023

In 2023 MCM and MCM Housing collaborated on a submission to contribute to the development of the 10-year National Housing and Homelessness plan, urging the government to rebuild and reactivate the social and affordable housing system to improve safety, wellbeing

and the ability to fully participate in society.

Nuance in the numbers – challenging assumptions, bringing context into view

This collaborative submission asked the government to maintain a critical lens on the nuance in the numbers – so that data can only ever be used in a way that supports the overarching goal of keeping all Victorians safe.

Find out more about our [advocacy](#)

Origami for Homelessness Week

During Homelessness Week MCM united

with our passionate sector partners, colleagues, ministers and advocates at the Victorian Parliament steps for the *Victorian Homelessness Network* call for the pressing need to increase social housing in our state.

Thousands of origami houses displayed on the steps reflected the plight of thousands without homes in Victoria. The gathering urged the State and Federal Governments to construct a pipeline of at least 6,000 new social houses in Victoria per year and to create a National Plan to End Homelessness.





Supporting our people

CELEBRATING EXCELLENCE AND KEY ACHIEVEMENTS IN 2023/2024

MCM continued to focus on supporting staff and volunteers through various initiatives aimed at enhancing workplace benefits and recognition of excellence.



Bravo! Recognition platform

The introduction of Rewards Gateway, Bravo!, for all staff and volunteers provided a recognition platform where anyone in our organisation can acknowledge the work of their colleague via an organisation-wide recognition wall, provide access to a large offering of well-being initiatives such as meditation, exercise and healthy meal recipes, and access to discounts and cash-back opportunities on everyday purchases.

Celebrating excellence

MCM proudly celebrated the achievements of our staff at the Annual Wrap Celebrations, which featured the 2023 Employee Awards. These awards highlight the exceptional contributions made by individuals and teams across MCM, Hester Hornbrook Academy, and MCM Housing. Congratulations to all nominees and award recipients for their extraordinary work throughout the year.

Award winners included:

Together award: Detour Team, MCM

Accountable award: Nicole Spina, Manager of Clinical Services, Palliative Care, MCM

Curious award: Sandhya Jadunundun, Manager of Strategy Development and Outcomes, MCM

Courageous award: Amy-Leah Farrell, Therapeutic Family Engagement Worker and First Nations Coordinator (Yuwi), Hester Hornbrook Academy

Open award: Sally Richter, Manager of Family Services, MCM

These awards reflect our values of collaboration, accountability, curiosity, courage, and openness, celebrating the dedication and passion of our staff in making a positive impact on the communities we serve.

ADVANCING DIVERSITY, EQUITY, AND INCLUSION

Our commitment to fostering diversity, equity, and inclusion (DEI) has taken significant strides over the past year. Through purposeful strategies, collaborative efforts, and engaging activities, we continue to build a safer, more inclusive environment for our workforce and the people we support. Here's a closer look at some of the initiatives we undertook in 2023 to promote DEI across MCM.

Launching our first DEI strategy

This year marked the launch of our first-ever DEI Strategy, 'On for Inclusion'. Designed to ensure that MCM is a safe and welcoming place for both staff and the communities we serve, the strategy outlines clear goals to advance inclusivity. It sets a foundation for driving

cultural change and fostering a workplace that reflects the diversity of those we support.

Supporting the Voice to Parliament

MCM actively supported the Voice to Parliament, engaging in a consultative process with our First Nations staff and our Reconciliation Action Plan (RAP) Working Group. This process not only underscored MCM's commitment to reconciliation but also aimed to inform and empower staff to participate in this pivotal national conversation. We developed referendum education resources to help raise awareness and understanding of the Voice's significance, reinforcing our stand for a fair Australia.

Achieving inclusive employer status

A highlight this year was being recognised as an Inclusive Employer by the Diversity Council of Australia. This recognition was based on an anonymous survey of our staff, which demonstrated our ongoing progress in creating a workplace where everyone feels respected and valued. This achievement aligns with our strategic vision for an inclusive and diverse workforce, fostering a sense of belonging for all staff members.

Engaging in community events and celebrations

MCM's commitment to celebrating diversity was evident through our participation in major cultural events, including Midsumma Carnival and Pride March. Marching under the MCM banner, staff showcased solidarity with the LGBTQIA+ community, reinforcing our dedication to inclusion. Similarly, celebrations such as Neurodiversity Week, Cultural Diversity Week, and NAIDOC Week offered staff opportunities to learn, engage, and build greater understanding across diverse identities and experiences.



MCM AT MIDSUMMA

The MCM Group was proud to take part in one of the most vibrant events in Naarm (Melbourne) – the Midsumma Festival, which celebrates the LGBTQIA+ community. This year, our Rainbow Committee worked tirelessly to ensure our participation was a success.

On Sunday, 21 January, we hosted a Carnival Day stall, filled with lively energy and engagement from the public. Visitors enthusiastically joined in conversations about our services, participated in a raffle, and even sang along in our karaoke set-up. Our stall, adorned with rainbow decorations, was a true reflection of the spirit of Pride.

On Sunday, 4 February, we participated in the Midsumma Pride March, proudly walking down Fitzroy Street in St Kilda alongside allies, friends, and family members.

A heartfelt thank you goes out to all the staff and volunteers who helped make both events a success. Your involvement allowed us to demonstrate our commitment to inclusivity, the LGBTQIA+ community and beyond.

Promoting neurodiversity and cultural awareness

Our Early Childhood Intervention Service's Neurodiversity Affirming Practice Working Group led efforts to provide staff with neuro-affirming information during Neurodiversity Week. This initiative promoted the use of respectful language and practices, fostering a supportive environment for neurodivergent staff and clients. Additionally, our Cultural Diversity Week activities enhanced staff understanding of different cultures, while IDAHOBIT (International Day Against Homophobia, Biphobia, and Transphobia) featured a compelling webinar by Health Sociologist Ricki Spencer.

Mapping diversity: Our first workforce survey

To better understand our workforce and compare it to the diversity of those we support, we conducted our first Diversity Data Map survey. The survey results offer critical insights that will guide our future DEI initiatives, ensuring that our workforce reflects the diversity of the communities we serve. This data-driven approach is central to achieving one of our key strategic objectives: to create an inclusive workforce aligned with our service users.



Reconciliation and cultural connection

Our commitment to reconciliation was evident throughout the year, particularly during National Reconciliation Week. Staff participated in a series of events, including a webinar by The Torch's Kent Morris and Flick Chafer-Smith, which explored the role of art in healing and cultural connection for First Nations people affected by incarceration. MCM also hosted sessions led by Bonnie Chew, our First Nations external consultant, as part of our ongoing education on cultural sensitivity.

Moving forward: Developing a new Reconciliation Action Plan

As we look ahead, the development of a new Reconciliation Action Plan remains a priority. This updated plan will build on past achievements and set new goals for advancing reconciliation at MCM. Through ongoing dialogue, education, and action, we aim to create a more just, inclusive, and equitable future for all.

At MCM, diversity, equity, and inclusion are the foundation of how we operate, both internally and in the broader community. By embedding these values in our culture, we continue to build a better future for everyone.

Celebrating inclusion across identities

From hosting a Lunch and Learn webinar for International Non-Binary People's Day to attending the Deadly in Melbourne business expo organised by the Kinaway Aboriginal & Torres Strait Islander Chamber of Commerce, we embraced diverse identities and perspectives throughout the year. Events like Wear It Purple Day, which raises awareness of challenges faced by LGBTQIA+ youth, were also pivotal in fostering a more inclusive workplace culture.



LEARNING AND DEVELOPMENT

In 2023-24, our learning and development initiatives ensured our staff and volunteers have the skills and knowledge needed to excel in their roles.

In December 2023, we partnered with Go1 to upgrade and relaunch our learning management system, now called LearnHub. This platform provides access to thousands of high-quality professional and practice development courses, empowering staff and volunteers to build skills, advance their careers, and enhance their practice.

Recognising the crucial role of line managers, we redesigned our management development workshops in July 2023 to include three bespoke workshops that focus on coaching, feedback, performance, well-being, and safety leadership. To complement this, we launched a curated list of on-demand courses via LearnHub and introduced an online seminar series,

expanding opportunities for flexible learning.

In January 2024, we reviewed our mandatory training offerings to ensure safety, quality, and safeguarding remain at the core of our practices. This review led to refreshed online courses in child safety, risk management, safety and emergency management, and workplace behaviour, making the learning process more seamless and engaging.

In May 2024, we collaborated with our safety department and AccessEAP to launch a seminar series addressing key mental health and wellness topics, such as vicarious trauma, growth mindset, emotional intelligence, burnout prevention, and self-care. These sessions align with our Work Health and Safety Strategy, promoting early intervention and prevention in the workplace.

Our commitment to continuous improvement in learning and development underscores our dedication to building a skilled, informed, and resilient workforce.

ENHANCING WORKPLACE SAFETY AND WELLBEING

Over the past year, MCM Group continued to focus on workplace safety and employee wellbeing, with a series of targeted initiatives that align with our Workplace Health and Safety (WHS) Strategy, including the Working on Wellbeing Plan within the Strategy.

We provided face-to-face de-escalation training sessions for all staff, facilitated by Rod Catterall and Associates. This training, part of our safety culture initiative, aimed to equip staff with the skills and strategies needed to manage and reduce potentially volatile situations effectively. Feedback from participants was overwhelmingly positive, with staff expressing that it provided useful skills to support colleagues, de-escalate clients over the phone, and serve as an excellent refresher.

In August 2023, we conducted a

comprehensive MCM Group Crisis Management Exercise. This exercise aimed to evaluate our crisis management strategies, communication protocols, and inter-departmental collaboration under pressure. By simulating a realistic crisis scenario, we identified strengths and areas for improvement, enhancing our overall crisis preparedness. The Emergency Management Team performed exceptionally well, and the exercise yielded valuable learnings.

To support staff wellbeing, we undertook a review of our Employee Assistance Program (EAP). The review saw 107 staff respond, providing valuable insights into improving access to support through Access EAP. This feedback will shape our ongoing efforts to enhance employee wellbeing and satisfaction.

In June 2024, we launched the Leading Safety for People Leaders training, designed to build leadership capability in delivering improved

WHS outcomes. This training focused on equipping leaders with essential safety leadership skills, fostering both competence and confidence in managing day-to-day safety. Participants engaged in practical exercises that reinforced their safety foundations, contributing to sustained WHS improvements.

The Wellbeing Ambassador Program across MCM Group was also introduced. This initiative, grounded in the Healing Oriented Framework (HOF) principles, identifies and empowers employees who are passionate about promoting wellbeing and self-care. Wellbeing Ambassadors are key to fostering a culture of resilience and satisfaction at work, actively supporting our Working on Wellbeing Plan, part of the WHS Strategy.

Strengthening Quality Assurance

MCM continuously ensures that its programs and services are aligned with legislative requirements and best-practice standards. As legislative changes come into effect, MCM reviews all relevant program areas, updating policies and procedures to comply with any new legislative demands. This proactive approach helps maintain operational safety and best practices for both clients and staff. MCM adheres to a number of Acts, including:

- **Victims Charter Act 2006 (Vic)**
- **Mental Health Act 2014 (Vic)**
- **Child Wellbeing and Safety Act 2005** (in compliance with Child Safe Standards VIC)

Advancing quality systems

Over the past year, MCM has demonstrated ongoing improvements across its quality systems to enhance client safety and ensure adherence to required standards. MCM remains accredited under the following frameworks:

- **NDIS Practice Standards:** These standards establish the quality requirements for registered NDIS providers. MCM meets these standards alongside the NDIS Code of Conduct, ensuring that NDIS participants

receive consistent, high-quality service delivery.

- **ISO 9001:2015 Quality Management System Requirements:** This internationally recognised standard supports MCM in enhancing service performance, meeting client expectations, and maintaining a strong commitment to quality. It defines the processes required to establish, implement, maintain, and continuously improve a quality management system.
- **Victorian Social Services Standards:** MCM will begin transitioning Department of Families, Fairness and Housing (DFFH)-funded programs to the new Victorian Social Services Standards, effective 1 July 2024. These programs were previously accredited under the Human Services Standards, with the new standards outlining MCM's obligations to provide safe social services.
- **Australian Council on Healthcare Standards (ACHS), EQuIP 6:** MCM's Palliative Care Program achieved accreditation with marked achievement in September 2023 under EQuIP 6. The program will transition to the National Quality and Safety Primary and Community Health Standards by October 2025. These standards include three core components—Clinical Governance, Clinical Safety, and Partnering Consumer Function—across 14 key standards and 65 criteria, providing a consistent benchmark for quality care. In addition, the **National Palliative Care Standards** offer overarching guidance for delivering compassionate, appropriate specialist palliative care, setting a clear vision for quality service provision in this critical area. Through these ongoing efforts, MCM ensures that its programs meet stringent quality and safety benchmarks while supporting the well-being of clients and the wider community.



The power of community

More than a thousand compassionate Victorians gathered for MCM's Sleep at the 'G' to support the more than 7000 young people in Victoria without a safe place to call home in May 2024. This one-night sleepover at the iconic MCG raised an impressive \$816,626 towards the Youth Housing Initiative, to create safe, supportive homes for young people experiencing homelessness.

The event offered something for everyone — music, comedy, magic, fashion, and games. But it was the panel of young people with lived

experience who bravely shared their stories that truly united us and reminded us why we were there.

Over 7,600 young people aged 12-24 are experiencing homelessness in Victoria on any given night. They don't choose this path; many are fleeing family violence, abuse, neglect, mental illness, or other hardships.

Thank you to every sleeper and supporter for making a difference and creating a night to remember!



SLEEP AT THE G MAY 16 2024


\$816,626
 raised for safe, supportive homes for young people


1,001
 sleepers


8,768
 donations


41
 MCM volunteers supported the event

Our partners

Thank you to our fabulous partners who supported Sleep at the 'G'. We couldn't have done it without you.

Principal Partner



Proud Partners



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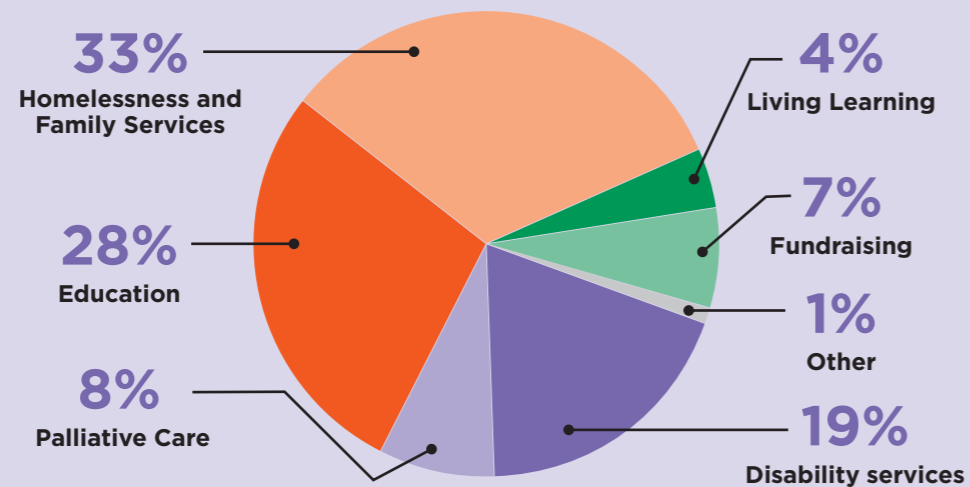


Financials

Statement of profit or loss and other comprehensive income For the year ended 30 June 2024

	Note	FY 2024 \$	FY 2023 \$
Revenue	3	103,066,949	93,346,957
Total revenue		103,066,949	93,346,957
Expenses			
Write off of assets		(152,530)	-
Disability Services		(19,484,439)	(18,499,482)
Homelessness & Family Services		(28,657,664)	(28,024,127)
Education		(16,684,388)	(13,868,475)
Palliative Care Services		(6,880,752)	(5,954,805)
Shared Services		(17,716,752)	(15,906,416)
Fundraising and Public Information		(1,813,705)	(1,436,669)
Living Learning		(3,152,630)	(2,893,042)
MCM Housing		(1,275,123)	(382,981)
Total expenses		(95,817,983)	(86,965,997)
Operating surplus		7,248,966	6,380,960
Capital Grants	3	3,830,524	270,917
Capital Appeal		500,000	520,000
Investment Revenue	3	1,923,162	1,203,474
Bequests	3	387,407	360,956
Insurance Claim	3	-	4,495
Net Income for the year		13,890,059	8,740,802
Other comprehensive income			
<i>Items that may not be reclassified subsequently to profit or loss</i>			
Gain/(Loss) on the revaluation of financial assets		1,289,423	826,525
Other comprehensive income for the year		1,289,423	826,525
Total comprehensive income for the year		15,179,482	9,567,327

Revenue Service Area 2023-24



Statement of financial position As at 30 June 2024

Note	FY 2024 \$	FY 2023 \$	
Assets			
Current assets			
Cash and cash equivalents	5	22,636,738	20,395,829
Trade and other receivables	6	2,304,745	3,525,429
Contract assets	7	3,917,365	3,079,253
Financial assets at fair value through other comprehensive income	8	26,874,614	26,590,864
Other assets	9	430,746	210,723
Total current assets		56,164,208	53,802,098
Non-current assets			
Property, Plant and Equipment	10	49,633,892	25,763,477
Right-of-use assets	12	9,005,843	8,821,072
Intangibles	13	4,848,561	5,942,235
Externally Funded Property, Plant and Equipment	11	209,273	221,411
Other assets	9	308,751	308,751
Total non-current assets		64,006,320	41,056,946
Total assets		120,170,528	94,859,044
Liabilities			
Current liabilities			
Trade and Other payables	14	7,949,773	8,167,575
Contract liabilities	15	2,742,027	3,943,729
Borrowings	16	10,224,942	-
Lease liabilities		2,020,630	2,094,601
Employee Benefits	17	5,403,284	4,937,282
Other Current Liabilities	18	1,785,488	1,343,509
Total current liabilities		30,126,144	20,486,696
Non-current liabilities			
Borrowings	16	2,931,344	2,931,344
Lease liabilities		8,570,025	8,397,950
Employee Benefits	17	1,129,284	796,667
Other Current Liabilities	18	209,273	221,411
Total non-current liabilities		12,839,926	12,347,372
Total liabilities		42,966,070	32,834,068
Net assets		77,204,458	62,024,976
Equity			
Reserves	19	2,832,102	1,542,679
Retained surpluses		74,372,356	60,482,297
Total equity		77,204,458	62,024,976



Donors, partners and supporters

Each year, we express our deep appreciation to the generous donors who play a crucial role in shaping MCM's impact within our community. The generosity of our donors and supporters enables us to deliver vital programs that not only uplift and empower, but also work towards breaking down barriers and promoting social justice. We truly value the commitment and compassion of our supporters as we strive together to create lasting, positive change. With your ongoing contributions, we can continue building a brighter, more equitable future where everyone can thrive.

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