LORD MAYOR'S CHARITABLE FOUNDATION

STRATEGY ON A PAGE

2022 - 2025

Brave | Trusted | Relevant | Impact driven

Vision

A thriving Melbourne for all

Aspirations

1. Access to affordable homes for lower income households.
2. An inclusive and sustainable economy and jobs.
3. Just, healthy and climate resilient communities.
4. A generous Melbourne able to respond to community needs.

Because
Melbourne is facing several urgent interconnected health, social and environmental challenges that need to be solved together.

We will
Shape scalable solutions that address these challenges at a project and systems level. We will do this in collaboration with our networks, donors, knowledge partners and co-funders.

Resulting in
Services, policies and systems that enable all Melburnians to live healthy, dignified and connected lives.

Leading to
Melbourne as a thriving city for people and planet.

Our Theory of Philanthropy

SDG icons: 2 ZERO HUNGER | 5 GENDER EQUALITY | 7 AFFORDABLE AND CLEAN ENERGY | 8 DECENT WORK AND ECONOMIC GROWTH | 11 SUSTAINABLE CITIES AND COMMUNITIES | 13 CLIMATE ACTION | 17 PARTNERSHIPS FOR THE GOALS

We identify and fund scalable solutions that address Melbourne's big social and environmental challenges at a project and systems level. We support innovation and capacity building within the charitable sector. We support new ideas and test solutions. We can be first or early funders. We achieve more impact through collaboration, including with our donors, knowledge partners and co-funders. **We place a gender lens and a climate lens across our work**. We fund social enterprises across our outcomes and support the capacity of the social enterprise sector. We seek to align our work with the Sustainable Development Goals.

Our Logic: Lasting Change (positive impact) for people and place happens when we change systems. To change systems, our interventions are both focused and inter-connected and we take a long-term view. We apply all appropriate tools within the Philanthropy Toolbox to enhance impact. We measure our impact at an outcomes and systems level.

Impact Areas

1. Homelessness & Affordable Housing

Supporting people into well located, sustainable, good quality, safe and affordable housing in a sustainable city.

1.1. Homelessness or entrenchment of homelessness is prevented.

1.2. The supply of affordable, sustainable and healthy housing is increased.

1.3. Increased energy efficient and climate resilient homes for vulnerable low income households.

2. Inclusive, Sustainable Economy & Jobs

Creating quality jobs in clean industries and ensuring a liveable income for people facing disadvantage in a sustainable economy.

2.1. Relevant skills and capabilities, including social entrepreneurship, are increased.

2.2. Quality jobs in clean, digital and caring industries are created for all job seekers.

2.3. Enable our transition to an inclusive and sustainable economy that serves people and planet.

3. Healthy & Climate Resilient Communities

Communities actively shape equitable health, transitions, and resilience to climate change and disasters, including pandemics.

3.1. Communities shape regenerative and just climate change resilience.

3.2. Greater Melbourne's food systems are equitable, healthy, sustainable, and resilient.

3.3. The health and community sectors can support community resilience to climate change and disasters, including pandemics and other shocks.

4. Generous Melbourne

Increasing the Melbourne community's ability to withstand shocks and find solutions to our shared challenges through collective and structured giving.

4.1. The Foundation is recognised as a leader in structured giving in Melbourne.

4.2. Due to a growing culture of giving, the Melbourne and wider community contributes more donations, time, talent and influence to a thriving Melbourne.

4.3. An effective philanthropic and impact investment ecosystem, and a capable charitable sector support the achievement of our aspirations.

STRATEGIC INITIATIVES

A thriving Melbourne for all

The Foundation will make grants and collaborate across all the Outcome areas. The following are key Initiatives that the Foundation will lead in 2022-23.

1. Community Initiatives

INITIATIVE	OVERVIEW	OUTCOME AREAS	KPIs
1.1 AFFORDABLE HOUSING CHALLENGE *Access to affordable homes for vulnerable groups*	Building on the Foundation's long-term commitment to preventing homelessness and increasing the supply of affordable housing, the Foundation will continue to grow the Affordable Housing Challenge first initiated in 2017/2018. The Challenge has worked with local government and not for profit land owners to release land for affordable housing projects co-funded by the Foundation. This year, we will continue to work collaboratively with not for profit land owners and potentially a statutory authority to leverage well-located land suitable for affordable housing. Funding community housing organisations and other not for profits for feasibility studies will continue to help build a pipeline of projects, which are benefiting from the Victorian Government's Big Housing Build.	**HOMELESSNESS & AFFORDABLE HOUSING** **Outcome 1.2** The supply of affordable, sustainable and healthy housing is increased.	Unlock underutilised land owned by local or State government or NFPs through innovative partnerships demonstrating thought leadership: • Increase supply of housing by 150 units. • 5 feasibility studies funded.
1.2 NEXT ECONOMY JOBS CHALLENGE *An inclusive and sustainable economy and jobs*	The COVID-19 Pandemic has exposed the vulnerability of social, economic and environmental systems in Greater Melbourne. As our city recovers, these complex interconnected problems need to be tackled together to withstand future shocks and ensure the economic security of the most disadvantaged members of our community. One of the greatest challenges and opportunities is to ensure economic inclusion and quality employment in a post-carbon future for young people, women, refugees and migrants, First Nations people and people with a disability. This Initiative will focus on catalysing new collaborations, and developing sustainable, inclusive, quality employment pathways in sectors such as clean technology, care economy (health, child & aged care), regenerative food/urban agriculture systems, eco-system services, community energy initiatives and waste/circular economy. The Initiative is also supporting networks and collaborations focused on our city or next economy job creation in the above sectors.	**INCLUSIVE, SUSTAINABLE ECONOMY & JOBS** **Outcome 2.2** Quality jobs in clean, digital and caring industries are created.	• Deliver and evaluate the Jobs Challenge (four seed and two scaling up grants). • 50% of these grants receive further funding within 12 months. • Jobs created 150 per annum. • Report on systems change impact (positive policy and service system changes).
1.3 CLIMATE RESILIENT NEIGHBOURHOODS *Healthy and climate resilient communities*	Melbourne and its surrounding growth corridors face many intersecting challenges that are being exacerbated by climate change. These challenges are particularly affecting the Western and outer ring regions of Melbourne. This initiative will work to tackle the drivers of these challenges in order to demonstrate climate resilience at a neighbourhood scale. To do this, it will be a multi-impact initiative, connecting several priority areas including addressing the health implications of climate change, food security, environmental degradation, affordable housing, employment and access to transport and services. The initiative will support local efforts at the intersections of climate action, adaptation and justice, and be informed by leading practices such as 20-minute neighbourhoods, community power hubs and community resilience hubs. The 20-minute neighbourhood is all about 'living locally'—giving people the ability to meet most of their daily needs within a 20-minute walk from home, with safe cycling and local transport options. Plan Melbourne 2017-2050.	**HEALTHY & CLIMATE RESILIENT COMMUNITIES** **Outcome 3.1** Communities shape regenerative and just climate change resilience. Increased cross sector collaborations. **Secondary Outcome Areas** Housing, Quality Jobs, Climate Transitions	• One climate resilient neighbourhood project established with relevant partners. • Policy commitments that can be attributed to partners' activities/outputs. • Collaboration and co-funding (universities, State govt, water authorities, local governments).
1.4 MELBOURNE NFP IMPACT ACCELERATOR HUB *Accelerating social and environmental impact through capacity building and collaboration*	Establish the Melbourne NFP Impact Accelerator at the Munro site (Thierry Street, opposite Queen Victoria Markets) by March 2023 housing the Foundation offices, three Foundation Incubator offices, formal and informal collaboration space, a NFP shared working space and space for Good Cycles head office and InfoXchange Digital Transformation Hub. Manage the space using a tool (likely Priara) and manage a capacity building program including monthly talks, workshops, one to one support in the shared working space with the Digital Transformation Hub and Social Enterprises (once each per week) and tailored support for Hub participants.	**GENEROUS MELBOURNE** **Outcome 4.3** An effective philanthropic and impact investment ecosystem together with a capable charitable sector able to achieve our aspirations.	• Meet budget and occupancy expectations. Target: 25 NFPs use the Hub on a regular fortnightly basis. 60 NFPs visit the Hub by June 2023. • Report on impact of collaborations developed by Hub participants organisations.