



# 2022 ANNUAL REPORT

Mallee Accommodation  
& Support Program Ltd



## Acknowledgement

We acknowledge the Traditional Owners of the lands on which we work and live right across the beautiful region we are privileged to call home. We pay our respects to Elders past, present and emerging, and the ancient connection they have with their country. MASP is deeply committed to the principals of cultural safety and equality for aboriginal people, along with the many diverse ethnic, religious, and cultural groups that call the Mallee home.





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# Chair Message



**Caroline Smith**  
Board Chair

*It is with great pleasure that on behalf of the Mallee Accommodation and Support Program (MASP) board I present the 2022 MASP annual report.*

The Board is proud of all the organisation's achievements over the past year, especially in the face of the continued challenges imposed by COVID-19.

As in previous years it has been a busy year for MASP, commencing with us making Vincent Wilson welcome as our new CEO. Vincent commenced in November 2021.

Our organisation's greatest achievement this year has been to deliver the 2022 -2025 Strategic Plan.

With Vincent leading, MASP engaged and listened to our stakeholders to deliver a strategic plan that aligns with the requirements needed to support our Mallee community and have ensured that

within the strategic plan our organisation remains sustainable to deliver client-centred quality care.

Central to the strategy was clearly articulating a fresh purpose and vision for MASP. I think the results make it clear why MASP exists and how we will continue to support the Mallee.

Entwined with the strategic planning process has been a project to provide a unique and tailored therapeutic model, designed by our organisation, for our organisation.

I congratulate Vince and the management team in their work to deliver this project and congratulate them on ensuring it aligns with the vision and our values within the strategic plan.



As our new vision states, we want to see “thriving Mallee communities, with individuals and families equipped to lead safe, secure, healthy and fulfilling lives”. To help us do this we have detailed our ‘CARES’ system of values, being an organisation that is Connected, Accountable, Responsive, Empowering and Safe.

I also wish to highlight the contribution of our patron Ken Morgan, who died in August. Ken was a passionate supporter of our work to improve the lives of vulnerable and disadvantaged people, and his loss is felt by all of us connected with MASP.

I would like to thank all team members of MASP. The board congratulates and acknowledges that all team members work with passion and dedication to deliver daily services for our community.

Many thanks to my board colleagues who work with vision and foresight to ensure MASP remains relevant in a dynamic and challenging environment. It has been a privilege to lead such a dedicated and passionate group of people.

Finally, I would also like to take the opportunity to thank our government and non-government sector colleagues and supporters, our sponsors who help to support so much of what we do, and our volunteers for their selfless service of the Mallee.

# A Message from the CEO

*It is an honour to be able to contribute to my first annual report for this wonderful organisation.*



**Vincent Wilson**  
Chief Executive Officer

Having joined MASP 12 months ago, this has been a period of getting to know the team, our partners and the broader region, as well as contributing to a shared vision of our future as an organisation.

For MASP, the past 12 months has been a period of rebuilding, reassessing, planning and realigning. While we have completed some deep reflection and learning, it has also been a year of achievement.

A large amount of my time and energy has gone into working closely with the Board, senior management, and our broader community to develop a new Strategic Plan. This Strategic Plan for the 2022-2025 period outlines six impact themes, and five impact drivers, which together set out our priorities for the next three years along with how we will achieve them.

The Strategic Plan development process included the preparation of a new purpose, vision and values for the organisation. It's hugely gratifying to know these have the backing of our wonderful staff and to see these aspirations being lived every day in the services we deliver.

The Strategic Plan also provides an overview of MASP's soon to be released Therapeutic Model of Care, which puts the emphasis on a holistic approach to helping people across the community who are struggling with homelessness, abuse, poverty or disadvantage.

We will deliver measurable outcomes and be an independent force for good in our communities. We believe in early intervention and in driving positive change, but we don't shy away from doing the hard work with those most in need.

What I see clearly is the opportunity MASP has to enhance our operations and increase our impact in our communities.

I want to thank the staff, particularly, for their efforts over the past year.

Despite the challenges posed by COVID-19, they have continued to deliver high-quality services and provide outstanding service to the Mallee region.

That thank you also needs to be extended to our amazing volunteers, carers, sponsors and partners, whose contributions of time and resources allow us to support our communities and people.

## Our Purpose

To empower our community to be free from homelessness, abuse, poverty and disadvantage.

## Our Vision

Thriving Mallee communities, with individuals and families equipped to lead safe, secure, healthy and fulfilling lives.

## Our Values

**C**onconnected

### Connected

We nurture trusting, collaborative, and inclusive relationships.

**A**ccountable

### Accountable

We employ authentic, competent, evidence-based practice.

**R**esponsive

### Responsive

We demonstrate kind, flexible, timely, and personalised care.

**E**mpowering

### Empowering

We cultivate a strengths-based and enabling environment.

**S**afe

### Safe

We embrace a culturally safe, trauma informed, and dependable ethos.



# Our Strategic Direction: Impact Themes

## **The M in MASP is for Mallee**

We'll continue to strive for positive change at home in Mildura, while increasing our efforts to provide equitable access to services and improve the lives of families and individuals right across the Mallee on both sides of the Murray River.

## **Real Outcomes, Real Change**

We'll deliver measurable outcomes for our clients and communities, maximising our impact by focusing on what we do best, and committing ourselves to driving generational change by breaking cycles of neglect.



### **An Independent Partner**

We're an independent force for good in our community and a strong partner of government. We will advocate publicly and lobby privately on behalf of our clients and communities, while maintaining respectful relationships.

### **Values Driven, Values Lived**

We live our values, every single day. Through every moment with our clients, every interaction between our team, and in each and every decision we make, our MASP CARES values are at the heart of what we do.

### **Efficient, Effective, and Energised**

We bring energy and enthusiasm to everything we do. We'll deliver exceptional services in ways efficiently and effectively to best leverage our resources for those who need us most.

### **Creative and Collaborative**

We'll work creatively and collaboratively with partners in Mildura and across the Mallee to deliver services, create change and improve lives. We will share openly, and learn willingly, driven only by what's best for our region.

**'We'll deliver measurable outcomes for our clients and communities, maximising our impact by focusing on what we do best'**

# Our Strategic Direction: Impact Drivers



## Operational Excellence

- ▶ Maintain and enhance existing high standards of service delivery for clients in all programs
- ▶ Elevate practice oversight within the agency and ensure strengths are leveraged across the organisation
- ▶ Embed formalised processes for a range of operational practices, taking a whole of agency approach.

## Organisational Transformation

- ▶ Modernise our information technology infrastructure through a process of digital transformation
- ▶ Streamline administrative and financial processes, and enhance risk management controls
- ▶ Build upon our already strong culture and ensure our organisation is an employer of choice for all.

## Project Delivery

- ▶ Deliver the Sunnyside Living Complex and any future capital developments in a timely and cost-effective fashion
- ▶ Identify opportunities to better leverage current MASP assets for maximum community benefit
- ▶ Appropriately and professionally project manage other major projects and critical procurement processes.

## Opportunity Exploration

- ▶ Advance the necessary planning and partnerships to improve service delivery across the broader Mallee
- ▶ Explore innovative models of housing delivery, specifically in relation to youth and other key cohorts
- ▶ Investigate and implement opportunities to enhance MASP's fundraising and philanthropy activities.

## Sensible Growth

- ▶ Continue to grow our social and affordable housing portfolio via government funding opportunities and other means
- ▶ Pursue deliberate and well managed growth in program areas within our control, maximising community benefit
- ▶ Seize opportunities to participate in government funding processes for new programs, ensuring strategic alignment.

# Our Therapeutic Model of Care

MASP has a proud history as an innovative organisation that strives to empower and enable our Mallee community. Many of the people that we seek to help have experienced early childhood trauma, neglect, abuse, and the intergenerational transmission of poverty and social disadvantage.

We also recognise that trauma does not differentiate. We all live and work in the same close-knit communities, and there is a ripple effect. As helpers, our staff are also vulnerable to vicarious trauma, which is a type of psychological impact that can come from being exposed to the suffering of others.

Put simply, a therapeutic model of care lists and describes the key ingredients for a safe, healthy and effective organisation. It describes our shared understandings (theory) and how we work together (our practice) in order to achieve that outcome.

If our model of care was a cake it would have many layers. Our model includes: the MASP CARES values, the value statements, the one pager, the written model, the development processes, and the implementation procedures.

Our 'One Pager', shown next, is the key to the whole model. It fully describes our CARES values and what we aspire to do each and every day. This is what people will see and experience as they walk around MASP. The 'One Pager' has had wide consultation and multiple edits to try to get it right.

*It is important to consult as widely as possible when creating a model of care, and our development process has taken many months. The full MASP CARES Therapeutic Model of Care will be launched in early 2023, with implementation to continue over the coming year.*



*The Model of Care overview highlights the key foundations of the Therapeutic Model of Care.*

	 <b>Clients</b>	 <b>Volunteers</b>	 <b>Staff</b>
<b>Connected</b>	<p>I feel heard, respected and I am part of decisions that are made about me. Staff and volunteers are supportive and trustworthy. They understand me and they are responsive to my needs.</p>	<p>I am valued, respected, and part of the team. I am focussed on client needs and preferences, and I champion positive relationships and connections through my helping role.</p>	<p>I am a constructive and supportive member of the professional team. I focus on working with the client to build up their social relationships, connections and resources.</p>
<b>Accountable</b>	<p>I know what is happening for me and who is doing what. I can share feedback, and I know my wishes will be acted upon.</p>	<p>I make sure that I am up to date with training, that I maintain good communication with my team, and that I know who to go to for help.</p>	<p>I make sure I am competent and skilled in my role to deliver quality care based on the latest best practice and evidence.</p>
<b>Responsive</b>	<p>I receive the right kind of care at the right time. My care is well organised and everyone understands what is happening.</p>	<p>I am trustworthy, predictable and reliable. I provide support that is matched to client needs.</p>	<p>I deliver a service that is positive and flexible, and I work with the client to meet their goals and support needs in ways that are respectful, thoughtful and tailored to them.</p>
<b>Empowering</b>	<p>I feel accepted, and I am listened to. I am enabled to seek services and resources that are culturally safe and a good fit for me.</p>	<p>I focus on what is in the best interests of the client and I look for ways to support them. I value the role I play in helping others to build upon their skills and strengths.</p>	<p>I provide a client-centred service that builds on strengths, and enables clients to engage in their own journey. I support my clients to advocate for better systems and service provision.</p>
<b>Safe</b>	<p>I feel safe and I help staff to keep me safe. My identity is respected and my family and preferred people, are part of my care.</p>	<p>I am a safe and reliable person. I am able to follow safety procedures and report risk. I take care of my own support needs so I can be a good role model for others.</p>	<p>I make sure I am a safe and supportive person for my clients. I am able to assess for client risk and I know how to respond. I contribute to an inclusive and strengths-based workplace culture.</p>

<div></div> <div>Leaders</div>	<div></div> <div>Executive</div>	<div></div> <div>Board</div>
I support staff to provide client-centred care that is well organised, culturally appropriate, and sensitive to individual differences and needs.	I foster and maintain inclusive, respectful relationships and excellent communication for the benefit of our people and our communities.	<div>We demonstrate an unwavering commitment to the success of our clients, communities and organisation by upholding MASP’s vision, purpose and values, and delivering our therapeutic model of care.</div>
I am accountable for my own continued development and learning, and for supporting staff to maintain the highest possible standards of client care.	I proactively ensure our organisation is well managed to meet the needs of our clients, community and funding bodies.	
I tailor my support to the needs of clients and staff, and I assist staff to work with clients, families and the service system in ways that are timely and effective.	In considering the needs of our clients and community, I consult widely in order to deliver thoughtful and timely services and supports.	
I support staff to grow and develop, and to work together in ways that support good decision making for our clients and our organisation.	I empower individuals and communities to achieve their fullest potential through the promotion of a positive leadership culture.	
I understand and demonstrate excellent communication, personal boundaries and professional conduct. I strive to create a culture of safety and trust for our staff and community.	I cultivate an environment bound by safety and trust. I maintain appropriate standards and systems to ensure the safety of our volunteers, clients and staff.	

# MASP's Impact



**We are committed to  
serving those that need  
us most. We aim to lift up  
communities, empower  
real change and support  
individuals to live their  
best lives.**

# We Support Children, Young People And Families

We see children and young people as our future, and strong families as their greatest chance of success. We aim to break the cycle to ensure each child, young person and family has the chance to achieve their potential. By providing opportunities and support to children, young people and families in need, we can bring positive change to them and to our communities.





**50**

young people supported through around  
1,800 hours of Better Futures support

**5,071**

nights in foster care supporting  
children and young people

**10**

children and young people supported  
through Targeted Care Packages

**15**

young people supported through around  
600 hours of Homestretch support

**29**

young people supported through  
Youth Support Services

**13**

young people and 14 mentors engaged in the  
MASP Youth Mentoring Program (Kakadu)

**13**

young people supported in Residential Care

# Our Purpose in Action

## MASP Youth Mentoring Program

Due to the impact of COVID-19, our Youth Mentoring Program was extended to 18 months across 2021 and 2022.

After months of stop-start training and departure changes, the program culminated in 14 mentors and 13 mentees taking the trip of a life time to the Northern Territory. Here the group experienced ancient Aboriginal sites, pristine waterfalls and swimming holes, an incredible day at the Top Didj Cultural and Art Gallery and the Katherine Gorge and surrounds.

The care and support shown by all participants leading up to and including the trip was a powerful reminder of how important quality mentoring of young people can be.

While the program will continue to develop and build on the lessons learnt in the last couple of years, the positive and supportive relationships developed during training will remain central to the Program no matter what the destination may be.

**“The joy and opportunities that have come about all because of Ken and the amazing team at MASP will radiate throughout the lives not only of the young people we mentor but all who are involved.”**

**“The change and growth in each and every one of these mentees has been an absolute privilege to observe. To see them grow and develop both emotionally and socially has exceeded my expectations of what was possible.”**

## *Here's what some of our mentors had to say:*

"After a very informative information session back in February I signed up to be part of the program. We started training with only the mentors and then the mentees were introduced to our training sessions. A group of very quiet, withdrawn group of individuals from varying backgrounds and circumstances. Over the past 6 months the change and growth in each and every one of these mentees has been an absolute privilege to observe. To see them grow and develop both emotionally and socially has exceeded my expectations of what was possible. I knew we would be making a difference as mentors but to experience and watch these transformations firsthand has truly been a great privilege. The mentees have so much respect for Ken and all the mentors, and this can only be attributed to the brilliant work that Ken Inness brings to this group. Ken has an amazing ability of making us all feel like we are one big family and not only has there been growth in the mentees, but the mentors also as well have bonded as a group and we feel like one big family finding a whole new group of lifelong friendships."

"It is an outstanding program full of even more phenomenal people! Quite often I find myself marvelling at how it seems as though we just show up and just put one foot in front of the other but so much more is going on! Every training session is like a hive of excitement, love and care. We're all learning and growing and meeting and sharing with people from all walks of life that we may never have had the chance to meet before. COVID has given us many challenges but one of its greatest gifts has been the delay in our departure. We're now growing even closer because of it! I'm almost sad to go to the NT knowing we won't be catching up multiple times a week after. The joy and opportunities that have come about all because of the Ken and the amazing team at MASP will radiate throughout the lives not only of the young people we mentor but all who are involved. This will be an experience I never forget."

*Some of our young mentees had this to say about the program:*

"I like the program because it encourages young people to step out of their comfort zone and give new things a try. The support you get from your mentor, not just your mentor but all the mentors is really good. It's a good feeling being surrounded by people who care about you and just want you to achieve things in your life. It's really good having my Pop take R. and me to training on Monday and Wednesday and the mentors taking us home and I'm extremely grateful that Michael offers to pick us up for Sunday training. I really enjoy doing this program because it inspires me to not want to give up on stuff when it gets hard. I'm so thankful for Ken, our leader for giving us an opportunity to participate in this amazing program."

**"I really enjoy doing this program because it inspires me to not want to give up on stuff when it gets hard."**

"Before I started the program, I was in a really bad place mentally and physically. I would just sit in bed all day and be so lazy and do absolutely nothing! Now thanks to the program I feel much fitter and my mental health is really so much better. Before I started the program, I really depended on my mum, I didn't like being social at all. But now thanks to a lot of the people in the program, I'm finally overcoming my social anxiety. I'm still getting there but it's improved so much. I always look forward to the training sessions, they're always the highlights of my week. I've never been a morning person... but Sunday morning training has helped me so much and it always makes me feel more motivated and I enjoy it so much. Honestly all together, the program has really helped and changed my life for the better. I really look forward to going away with all the amazing kind people I have met & bonded with in the program!"

**"Honestly, all together, the program has really helped and changed my life for the better."**



# Programs

We are able to support children, young people and families across the Mallee through targeted programs. Visit [www.masp.org.au](http://www.masp.org.au) for more information on our programs.



## Better Futures Program (including Community Connections)

A helping hand for young people as they move from out of home care. Our Better Futures Program gives young people an active voice and support through individualised support across a range of life areas including housing, health and wellbeing, education, employment, and community and cultural connections.

## Homestretch

We believe every young person leaving care deserves to have the best start to their adult life, and it is important we arm them with the tools they need to live on their own two feet. Our Homestretch program provides an accommodation allowance, case work support and flexible funding to facilitate the young person's access to education, employment and health and wellbeing supports.

## Youth Support Services

Sometimes all it takes is one person to change the course of someone's life. Our Youth Support Services a 12-week voluntary program for young people aged 10 to 17 who have had their first contact with police and are seeking support to make change in their lives.

## Home Based Care and Foster Care Recruitment and Support

Providing foster care home for children and young people who are temporarily unable to live with their families due to a range of issues. The key to this is recruiting and assessing and then training and supporting people to provide the best foster care possible.

## Residential Care Services

Community-based houses where children and young people in out-of-home care receive support and a warm bed. This group are often those who have experienced the greatest level of trauma and who require the most expert therapeutic care and support. We have two residential care units that can accommodate young people between them.

## Youth Mentoring

Supporting young people through mentoring and rich, positive life experience and challenges. Our Youth Mentoring Program runs for 12 months and aims to make a difference to young people who have had many adverse experiences in their young lives and are likely to have less life opportunities than their peers.

## Other programs

- Adolescent Support Program
- Early Childhood Development Program
- Finding Solutions & Finding Solutions Plus
- Integrated Family Services
- Intensive Case Management Services
- Targeted Care Program
- Youth Justice



# We Support Those at Risk of Homelessness

Housing insecurity is a significant issue across the Mallee, from people rough sleeping, couch surfing, living in caravan parks or experiencing complete homelessness without a roof over their heads. The impact is far-reaching as insecure housing affects so many other measures of wellbeing. We aim to support people to find short and then long-term housing by working with all levels of government and our community partners to find effective and efficient outcomes.

## Red Earth Heart Van

Our Red Earth Heart Van has played a valuable role over the previous 12 months assisting the vulnerable, financially disadvantaged and those sleeping rough within our community. With the assistance of the Mildura Gateway Tavern, RSPCA,

The Chosen Barber and Sunraysia Community Health Services, we have been able to provide 2,370 nutritious meals, free haircuts, flu and COVID-19 vaccinations and free food, treatments and vaccinations for dogs and cats.





**220**

adults and families supported through  
Housing Access Victoria

**301**

young people supported through  
Housing Access Victoria

**135**

clients assisted through  
Housing Access NSW

**2,370**

nutritious meals provided through Red Earth  
Heart Van, thanks to Mildura Gateway Tavern



# Our Purpose in Action

## Chelsea and James

When Chelsea and her 10-year-old son, James, first came to MASP in February 2022, they had been living in a private rental since James was born.

The property had significant safety issues, such as extensive mould damage across the entire back half of the house due to water damage, a leaking sewerage system that had been fixed with duct tape, large holes in the floor caused by extensive termite damage, cracks in the walls, and windows that weren't sealed properly.

This environment was exacerbating James' medical conditions. James needs a heart and double lung transplant within the next couple of years and is unable to regulate his body temperature and circulation.

Chelsea has depression, anxiety and PTSD as a result of her son's significant medical issues. She also has Ulcerative Colitis and has a permanent ileostomy (colostomy bag).

Their medical conditions mean James has specialist appointments in Melbourne every three months while Chelsea has six-monthly check-ups in Melbourne.

After meeting the family, our MASP worker immediately applied for a transitional property and was successful on 10 March. We then applied for public housing on Chelsea's behalf. At the end of June 2022, Chelsea and James received an offer for a home which they accepted. To assist with the medical side of things, we applied for, and received, a grant through the Walter and Eliza Trust for \$1500 to help with the cost of a specialist disability support worker for James. A referral was sent to the Orange Door and a support worker was then arranged through Mallee Family Care.

Chelsea and James now have a home and support for a better future.

**Note:** names have been changed to protect the privacy of individuals.



## Stanley

Sixty-year-old Stanley came to MASP in March 2022. He had travelled to Mildura from South Australia to live with a carer, however, when he arrived, he discovered it was a scam which left him homeless and living on the streets.

In his earlier life, Stanley had owned his own home for nearly 20 years and had been married. After the breakdown of that relationship, Stanley spiralled into drug and alcohol misuse and then lost his house. Stanley told our MASP support worker that when he was using alcohol and other drugs, he had attempted suicide and had then been diagnosed with schizophrenia. Stanley has been taking medication for this illness since he was 35.

When Stanley came to MASP, he had large ulcers on the bottom of his feet due to diabetes. He had been spending most of this time sitting on the cold pavement in our local mall as he couldn't walk for long periods at a time.

On 19 May 2022, Stanley moved into a transitional house through Haven; Home, Safe. We also put a referral into Sunraysia Community Health Services for support and access to the district nurse.

We recently visited Stanley to check in. After four months of living in the house, Stanley's physical ailments have significantly improved, he has stopped drinking and using illicit substances, has a new set of false teeth and is able to walk whenever and wherever he likes. All because he has a safe and clean home.

Stanley is now at ease & awaiting his forever home.

**Note:** names have been changed to protect the privacy of individuals.

# We Support Those Who Are Experiencing or at Risk of Family Violence

Family violence is a critical issue across our communities. We aim to provide avenues and support to those experiencing, or at risk of, family violence to be able to escape.

Through community partnerships, we assist people to be safer and supported.



**199**

people experiencing family violence assisted through the Housing Access NSW Program

**3,738**

people assisted by 15,126 hours of support through The Orange Door Program right across the Mallee

# Our Purpose in Action

## Frank

Frank found himself referred to and visiting the Orange Door. He arrived at his appointment having not heard about the service until 48 hours beforehand and not wanting to talk about his personal circumstances.

He met with a support worker and could not have asked for a better experience. Frank said the support worker went above and beyond to assist him as he was lost in which organisations provide which services and how to access them.

The support worker connected him with an organisation for accommodation and helped him navigate the process.

Frank said the support worker was outstanding, really cared and helped him so efficiently for a much better experience.

**Note:** *names have been changed to protect the privacy of individuals.*

# Programs

We help children, young people and families who are, or have experienced family violence through targeted support. Visit [www.masp.org.au](http://www.masp.org.au) for more information on our programs.

## The Orange Door

The Orange Door provides a safe and non-stigmatising point of contact for people who are experiencing or have experienced family violence and families who need extra support with the care of children. It takes a holistic approach, bringing together specialist family violence services, family services, Aboriginal services and services for those who use violence. The Orange Door is a partnership between MASP, the Victorian Department of Health and Family Safety Victoria.

## Housing Access NSW – Crisis Care Refuge

Having a secure home is vital to ensuring people can escape domestic violence. We have partnered with Mallee Domestic Violence Services to provide after-hours support for people fleeing domestic violence situations.

# We Support People With Disability

Everyone deserves the support to live their best life. We aim to provide support as well as connection to services and community to enable people with disability to do just that.

**2,190**

nights spent at Vidovic House

**4,378**

meals provided to people with disability through the Community Centre

**7,000**

hours of activities participated in through the Community Centre

# Programs

We are able to support people with disability across the Mallee through targeted programs. Visit **[www.masp.org.au](http://www.masp.org.au)** for more information on our programs.

## **Supported Independent Living (SIL) Vidovic House**

Our high-quality, shared accommodation at Vidovic House provides a supported independent living environment for people with disability. Practical support helps with daily tasks such as personal care or cooking meals and the setup of the house provides a balance between social interactions and independence. The focus of the program is to assist people to develop or maintain independence in the home.

## **Community Centre**

Our Community Centre is just that, a safe and comfortable environment that promotes a sense of belonging. It's a place where participants can socialise, go on local outings, undertake art and craft activities, receive practical help and support to make medical appointments and enjoy a nutritional meal. The Community Centre is jointly funded by the NDIS and the Victorian and Australian governments.

## **Other programs**

- NDIS Supports
- NDIS Support Coordination
- Just Redgum (NDIS Woodwork Program)



# The Story of MASP

*Nearly 30 years of caring for communities in the Mallee*

MASP was established in 1994, following the amalgamation of the Sunraysia Youth Accommodation Project and the Sunraysia Emergency Accommodation Centre (Emmaus House). A staffing group of eight people joined forces to support and advocate for homeless people and those at risk of homelessness in the Mallee. This included people living with disabilities, children and young people living in unsafe situations, and women and children escaping family violence.

Our main aims were to improve access to the existing housing stock, to increase appropriate housing options, and to develop social support programs that could end homelessness and disadvantage in our community.

In 1999, we began to introduce programs for children and young people entering the out of home care system, including youth residential care and foster care. We also started the important work of training and supporting foster caregivers and specialist staff.



Our youth work steadily grew to include leaving care, youth justice, and a range of innovative programs aimed at keeping families together and developing our young people.

In 2006, the newly formed youth mentoring program took a group of nine young people and their mentors to Papua New Guinea where they walked the Kokoda Track together. Since then, this innovative program has helped over 240 young people to connect with community mentors.

In 2007, we launched our Integrated Family Services program. In 2008, we were selected to be the regional provider for Child FIRST, and in 2018, our Child FIRST team relocated to the newly established Orange Door family violence response hub in Mildura. Through our continued commitment to working with vulnerable families, MASP has played an integral part in the effort to end family violence in the Mallee.

In 2011, we extended our existing housing support program and became a Registered Housing Provider. This opened the way for us to build quality social housing in the Mallee and we

remain committed to providing equitable and affordable housing for all members of our community.

Alongside our growth in housing support and family services, our disability support work has grown to include supported independent living at Vidovic House, and services delivered under the NDIS.

In 2019, MASP's purpose-built Service and Community Hub was opened, bringing most services under one roof and providing easier access for our clients. In 2020, we launched the Red Earth Heart Van, a community outreach program providing social connection, meals and laundry services to those in need.

Today, MASP is a diverse community service organisation employing more than 140 staff and delivering services from multiple sites across Northern Victoria and the border regions. Guided by our purpose and our vision of a thriving Mallee, we continue, as we have from the beginning, to empower our community to be free from homelessness, abuse, poverty and disadvantage.

# MASP Patron

*Ken Morgan OAM*

MASP's first and only patron, Ken Morgan, sadly passed away in August 2022.

After experiencing homelessness as a young person and being inspired by the kindness of a police officer, Ken was an enthusiastic supporter and advocate for homeless and disadvantaged young people.

In the late 1980s, Ken was Chairman of the Variety Club of Victoria for four consecutive terms. In 1989, he had a dream to build a house for homeless children who had suffered abuse. To achieve this, he left Variety and established Kids Under Cover (KUC).



Photo courtesy of Kids Under Cover

Ken's selfless voluntary work for the community and his absolute dedication to helping homeless and at-risk young people inspired all who came into contact with him. Fittingly Ken was acknowledged as a recipient of the Order of Australia Medal in 2011.

MASP has been a member organisation of KUC since its inception and through the building of this special relationship have seen five KUC bungalows, the KUC Davison Family Units and a Morgan House established in our community.

Ken is well remembered for his philanthropic pursuits and his legacy will live on through the work we do to help vulnerable young people.



# Board of Directors

## Caroline Smith, Chair

Bachelor of Business with a major in Accounting and a minor in Human Resource Management, full member of CPA Australia, certificated member of the Governance Institute of Australia and Graduate of the Australian Institute of Company Directors (GAICD).

**Committees:** Finance Sub Committee; Clinical Governance Sub Committee; Project Control Group (PCG)

## Emily Walshaw, Deputy Chair

Certificate of Governance Practice, Advanced Diploma Leadership and Management, Graduate of the Australian Institute of Company Directors (GAICD). Emily has over 12 years' experience in corporate administration, risk, governance and compliance in public and not-for-profit tertiary health and public education sectors across a number of states and territories and overseas.

## Tristram Lock, Deputy Chair

Bachelor of Laws from Waikato University (NZ) and Master in Laws from University of Amsterdam (NL). Tristram is a Principal solicitor with Mildura law firm Holcroft Lawyers. Tristram has worked in the legal services industry in both Australia and New Zealand for over 10 years and, in his early career, served as legal representative for the child.

**Committees:** Clinical Governance Sub Committee

## Mary Rydberg, Director

Graduate Diploma of Business, Graduate Member of the Australian Institute of Company Directors, Member of Women on Boards. Mary is a semi-retired leader with experience within the health and community services sectors for the State Government, hospitals, not-for-profit sector and local government. Mary is a Chair of Mildura Base Public Hospital Board, a member of the Mallee Track Health & Community Services Board, a member of the Mildura Rural City Council Audit & Risk Committee and a member of the board of Enliven Victoria.

**Committees:** Clinical Governance Sub Committee (Chair)

### Frank Piscioneri, Director

Diploma of Business Studies (Accounting), Fellow of CPA Australia (FCPA), Certified Member of Governance Institute of Australia GIA (Cert), Graduate Member of the Australian Institute of Company Directors (GAICD) Frank has extensive experience in financial management (CFO), operations and corporate governance across education, local government and health sectors.

**Committees:** Finance Sub Committee (Chair)

### Christopher Cresp, Director

Registered Nurse Division 1. Christopher has an extensive background working in Private Consultancies and within remote areas. Christopher has CEO level experience working with Indigenous organisations and communities, as well as experience with both the Royal Flying Doctors and International Red Cross.

**Committees:** Clinical Governance Sub Committee; Project Control Group (PCG)

### Timothy Peters, Director

Masters of Business Administration, Graduate Certificate in International Business, Bachelor's Degree in Multimedia and Marketing. Timothy holds over 15 years' experience across a range of sectors. Timothy has extensive experience in ICT strategies and development, across higher education and federal government sectors.

**Committees:** Finance Sub Committee

### Rebecca Olsen, Director

Rebecca has over 34 years' experience in the Public Sector. She has been responsible for the largest Police Division in the state. Rebecca sits on a number of executive positions across the Mallee, and contributes to strategic planning on a regional and divisional level.

### Simon Fewings, Director

(elected to Board 20.11.2019 resigned 02.06.2022)

Diploma in Community Services/Community Development, Advanced Diploma in Business Management and Leadership and Cert IV in Training & Assessing.

Simon is the Manager of Koorie Training at SuniTAFE and holds strong interests in community development and community-controlled learning. Simon has a long history of volunteering his time with local and state organisations.

# Life Members

Les Airs (*Deceased*)

Bill Brown

Alan Chalkley (*Deceased*)

Janet Decker

Janet Hill

Terry Hill

Linda Hurley

Betty Krake, OAM (*Deceased*)

Mary LePoidevin (*Deceased*)

Glenn Milne

Dot Phelan (*Deceased*)

Doug Rowe

Elaine Rowe

Jack Rust (*Deceased*)

Ray Smith

Joan Stewart (*Deceased*)

Colin Thomson



# Goddon Award

*The Goddon Award recognises the outstanding contributions an individual makes to the aims of MASP and the community we serve.*

Established in honour of two long time MASP carers, Barb and Noel Godden, the award recognises the vital role volunteerism, altruism and community mindedness play in supporting the delivery of our services. Barb and Noel, who have both since passed away, epitomised these values and this award remains a lasting tribute to their outstanding and enduring caregiving.

Each year, staff nominate a colleague or community member for the award and the final recognition is awarded by our CEO.

<b>2021</b>	Gordon McIlwaine
<b>2020</b>	Garry Davison
<b>2018</b>	Judy Brinsmead
<b>2018</b>	Dennis Berry
<b>2017</b>	Simone Tierney
<b>2015</b>	Wendy and Ed Rushforth
<b>2014</b>	Annette Power
<b>2013</b>	Peter Davies
<b>2011</b>	Dot Phelan
<b>2011</b>	Janet Decker
<b>2010</b>	Bronwyn Williams
<b>2009</b>	Don Reid
<b>2008</b>	Tim Robinson
<b>2007</b>	Richard Vandenberg
<b>2007</b>	Elaine and Doug Rowe
<b>2007</b>	Barb and Noel Godden

# Our Supporters

*The support and partnerships we have enable us to continue our purpose and make a difference in the lives of as many people as possible.*

## Funding Partners

- Commonwealth Home Support Program
- Department of Families, Fairness & Housing (VIC)
- Department of Justice & Community Safety (VIC)
- Family Safety Victoria
- National Disability Insurance Scheme
- New South Wales Department of Communities and Justice
- Victorian Home and Community Care Program
- Victorian Property Fund

## Our volunteers

- Our many dedicated foster carers
- John Lauder – Just Redgum
- William Marriot – Red Earth Heart Van

## Donors & Supporters

Angelo Panagiotaros  
Antisocial Collective  
Bunnings Mildura  
Cardross Primary School  
Chosen Barbers  
Cooke's Pools and Spas  
FINDEX  
Jagger, Sienna, Madden and Jax  
Jennifer Berry  
Glenn Boyce Central Victoria Integrated Clinic  
Gordon McIlwaine and Mildura Gateway Tavern  
Kokoda Spirit  
Merbein Stitching Group  
Mildura Central  
Mildura Regional Development  
Mildura Rural City Council  
Mildura Weekly  
Mildura Working Man's Club  
Mocha Mecca Mildura  
Newsboys Foundation  
Nick and Andrea Anderson and Lock 9 Lodge  
Ray White Mildura  
Rotary Club of Irymple  
Sunnyland Press  
Syd Gibson  
The Athlete's Foot  
The Flora & Frank Leith Charitable Trust  
Woolworths

**Thank you,  
your support  
means the world  
to us and our  
community.**

# Get Involved

*There are many ways you can get involved in our work to support disadvantaged people across the Mallee.*

## **Volunteer Individually or as a Workplace**

Help out by becoming a community mentor, assisting in the preparation of meals or another way that supports our clients. Register for corporate volunteering so you and your staff can learn new skills, bond and build meaningful relationships with not-for-profit partners.

## **Become a Foster Carer**

Play an important role in the lives of children and young people by becoming a foster carer. We'll be there every step of the way to support and guide you to provide a safe and supportive home in the short or long term.

## **Gift Now or Later**

Help us to continue to make a difference in the lives of disadvantaged people across our area by donating money or in-kind support now or making a bequest to MASP. Your gift, large or small, will make the world of difference to someone in need.

## **Fundraise**

Have fun and raise money for those in need. Several community groups and businesses support our efforts by nominating MASP as the recipient of one-off or annual fundraising events. The only limit is your imagination.

## **Join our Team**

After a meaningful and rewarding career? Keep an eye on our website and social media channels for opportunities to join our team.

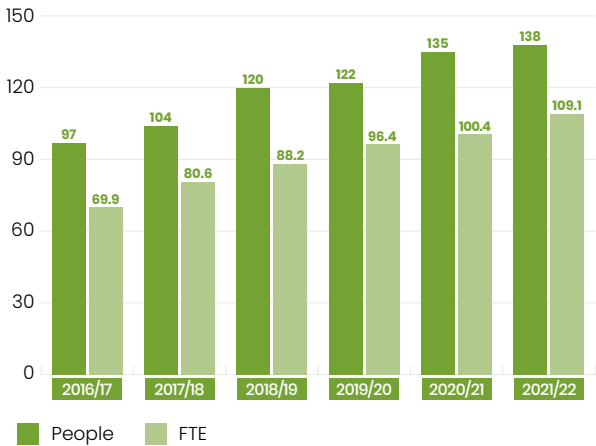
## **Follow us on social media**

Follow us on Facebook to stay up to date with our latest news and activities.

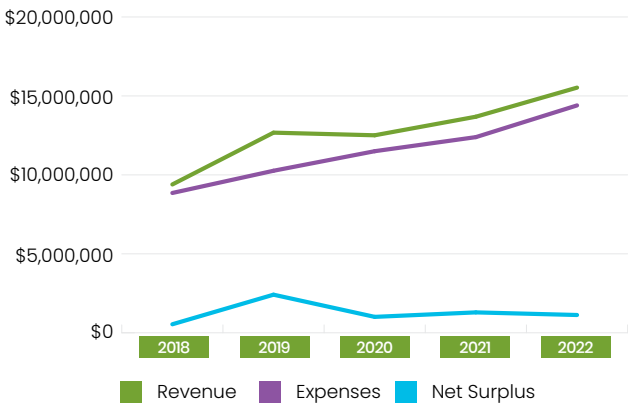
To get involved, or for more information on any of our work, email us on [info@masp.org.au](mailto:info@masp.org.au) or call **03 5021 6500**.



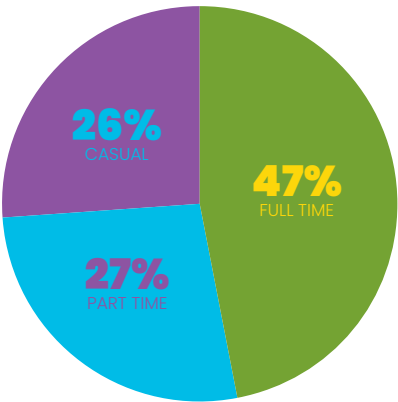
Human Resources 2022



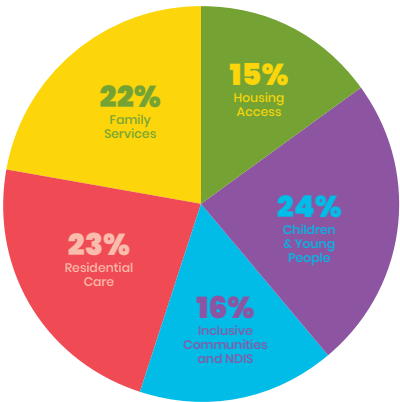
Revenue Expense Profit Data



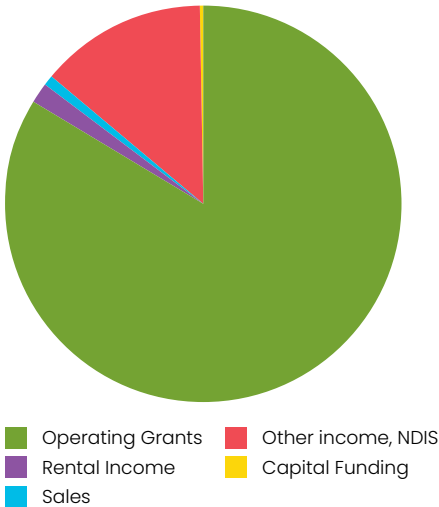
Employment Status 2022



Funding Areas 2022



Revenue 2021-2022



# Financial Snapshot

A full version of MASPs financial statements is available at:

**[masp.org.au/annual-reports/](https://masp.org.au/annual-reports/)**



