



# **2022 – 2025 STRATEGIC PLAN**

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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# MASP'S Story

*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

*“Taking a look at the bigger picture,  
we saw that to help individuals, we  
needed to lift families as a whole.”*

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.

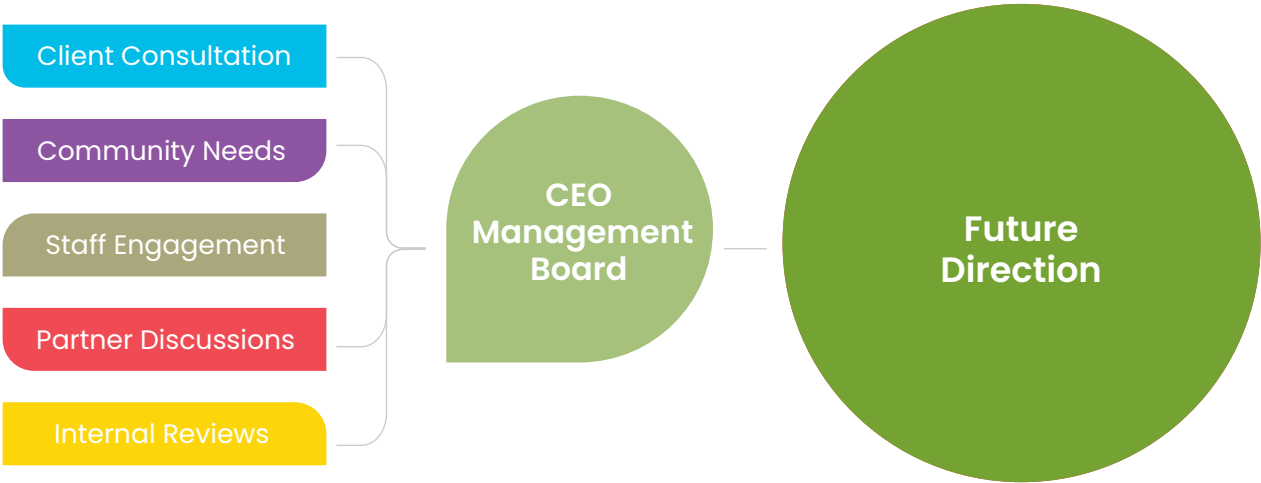
Today, MASP is a diverse community service organisation employing more than 140 staff and delivering services from multiple sites across Northern Victoria and the border regions. Guided by our purpose and our vision of a thriving Mallee, we continue, as we have from the beginning, to empower our community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



# The Strategic Planning Journey

This document is the result of many months of research, listening, consulting, and engagement with a diverse group of crucial stakeholders. Through the eyes of our community, the voice of our clients, and the ears of our wonderful team we have truly built

an understanding of the needs of the communities of the Mallee. Through deep reflection, engagement with partners, and broad consultation we've also identified the needs of MASP itself as we plan for a vibrant future.



# A Message from our Chair



**Caroline Smith**  
Board Chair

*On behalf of the board, I am very much delighted to present the **MASP 2022 – 25 Strategic Plan.***

This Strategic Plan builds on the strengths we already recognise in our MASP team – that we are passionate about the work we do, and we put our clients at the centre of service delivery. The board acknowledges and congratulates the MASP team for their work.

This Strategic Plan is born from collaboration with our community, clients, partners and team members to deliver on the purpose, vision, purpose, values and goals for our organisation in the Mallee.

The 2022 – 25 Strategic Plan aims to provide a working document that has evolved from the ideas and working groups within the MASP community. We have produced a guiding document that ensures, as a collective unit at every level, we are all pulling in the right direction to deliver positive outcomes within our Mallee community.

Finally, on behalf of the board I would like to thank MASP Chief Executive Officer Vincent Wilson and his team. This document is reflective of the work and time spent developing and supplying background information to support the delivery of a progressive and positive 2022 –2025 Strategic Plan.

# A Message from the CEO



**Vincent Wilson**  
Chief Executive Officer

*The MASP 2022-25 strategic plan provides a timely opportunity to clearly set out the organisation’s purpose, vision, and values along with our priorities for the coming years.*

Having joined MASP less than 12 months ago, I have had the unique privilege of getting to know both our organisation and our beautiful region by listening to our clients, our team, our partners and our wonderful community over the months leading into the creation of this plan. MASP is an organisation characterised both by the people it serves and the people who serve them. We believe in early intervention and in driving generational change, but we don’t shy away from doing the hard work with those most in need.

This strategic plan 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. We will focus on delivering services and improving lives right across the Mallee, delivering measurable

outcomes and real change for our clients and communities. We’ll be an independent force for good in our communities while always remaining a strong partner of government, and we’ll work collaboratively with partner organisations to maximise our impact. We’ll live by our values, and bring great enthusiasm to everything we do. The next three years for MASP are about building on strengths, addressing areas of improvement, exploring opportunities and delivering sensible and sustainable growth.

*Every element of this plan will be achieved through the hard work and dedication of our amazing MASP team, and I thank them for their incredible organisation.*

## 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

<b>C</b> Connected	<b>Connected</b> We nurture trusting, collaborative, and inclusive relationships.
<b>A</b> Accountable	<b>Accountable</b> We employ authentic, competent, evidence-based practice.
<b>R</b> Responsive	<b>Responsive</b> We demonstrate kind, flexible, timely, and personalised care.
<b>E</b> Empowering	<b>Empowering</b> We cultivate a strengths-based and enabling environment.
<b>S</b> Safe	<b>Safe</b> We embrace a culturally safe, trauma informed, and dependable ethos.





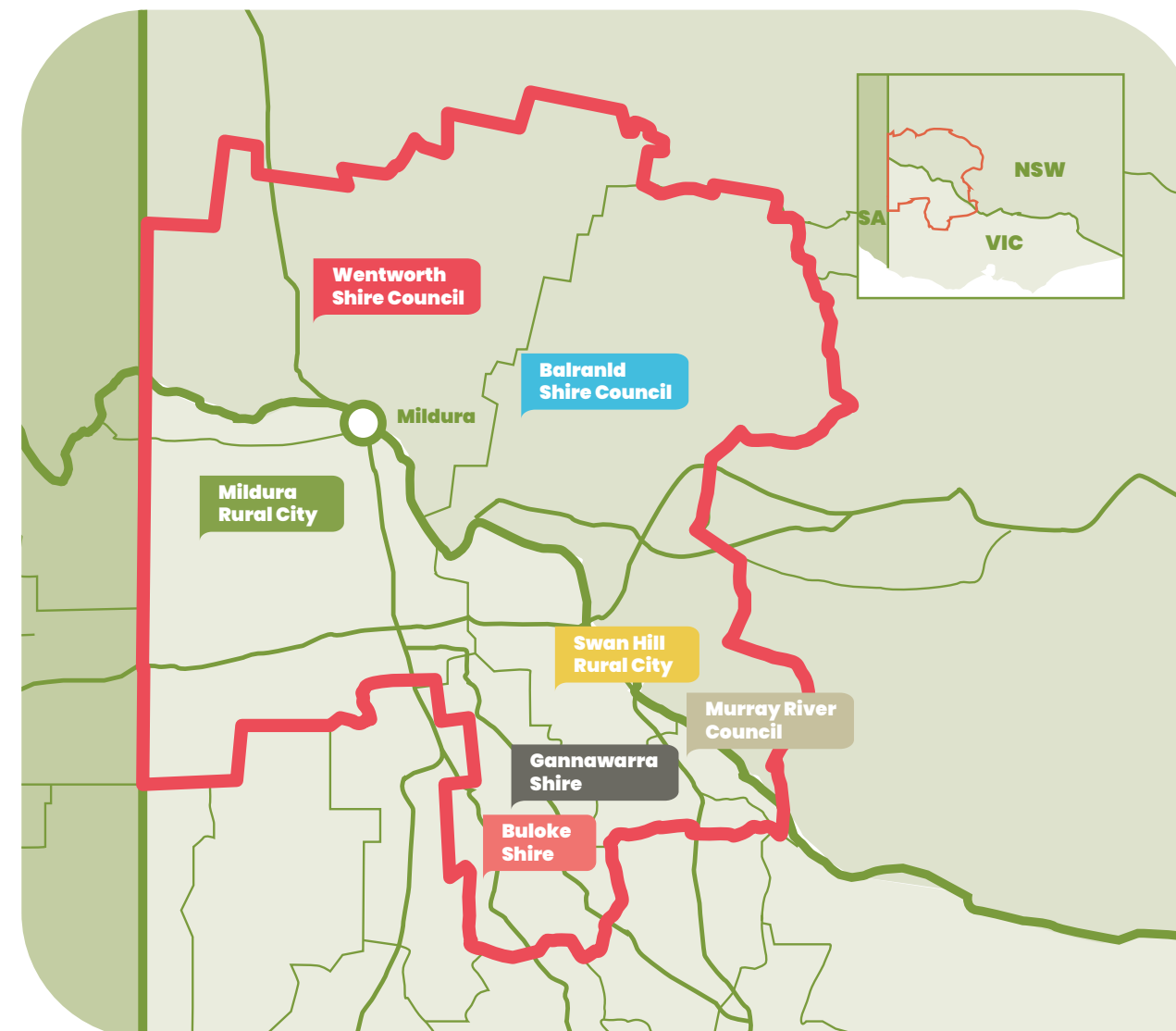
## Our Communities

MASP is committed to serving those who need us most. We focus first on services not provided by others, and on individuals at risk of falling through the cracks. We see youth as our future, and strong families as their greatest chance of success. We aim to lift up communities, empower real change, and support individuals to live their best lives.

MASP was born in Mildura, and grew up in the Mallee. We're serious about place-based care. From Mildura to Ouyen, Swan Hill to Robinvale, Dareton to Balranald and everywhere in between, MASP is passionate about equitable access to services for every Mallee community.

We provide a range of services to the local government areas of Mildura, Swan Hill, Buloke, and Gannawarra in Victoria, along with the shires of Wentworth and Balranald in New South Wales.

*We welcome engagement with communities that neighbour these zones, and are committed to improving outcomes for clients right across the region. If we can't help you, we know people that can.*





# 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 Therapeutic Model of Care

 masp	 Clients	 Volunteers	 Staff	 Leaders	 Executive	 Board
 Connected	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.	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.	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.	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.	<p>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.</p>
 Accountable	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.	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.	I make sure I am competent and skilled in my role to deliver quality care based on the latest best practice and evidence.	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.	
 Responsive	I receive the right kind of care at the right time. My care is well organised and everyone understands what is happening.	I am trustworthy, predictable and reliable. I provide support that is matched to client needs.	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.	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.	
 Empowering	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.	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.	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.	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.	
 Safe	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.	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.	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.	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.	



# 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.







